

Missouri Department of Corrections



Strategic Plan Fiscal Year 2005

Missouri Department of Corrections Executive Summary

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VISION

“In partnership with all Missourians, we create safer communities through a balanced correctional system of prison and community based sanctions.”

MISSION

The Department of Corrections with victims, communities and state and local governments improves public safety through secure confinement and effective community interventions. Through our cooperative efforts to provide effective correctional services, we hold offenders accountable for their behavior and prepare them to be productive citizens.

VALUES

We believe:

- That public trust is enhanced when staff abide by the laws and adhere to the highest level of ethical and moral behavior;
- In the continuous pursuit of organizational excellence;
- That all persons should be treated respectfully, fairly, honestly and with dignity;
- In the empowerment of all staff to perform their job responsibly;
- That our actions affect the safety and security of everyone; public trust and public confidence are enhanced by our professional and personal conduct and, our actions influence the public’s opinion of our organization;
- In the power of teamwork;
- That all individuals must be accountable for their actions;
- In the importance of looking for similarities while also accepting and respecting the differences in people;
- That effective and open communications at all levels is essential;
- In the continuous development of staff.

DEPARTMENT OF CORRECTIONS CURRENT AND ONGOING INITIATIVES

OFFICE OF THE DIRECTOR

Offender Re-Entry Initiatives

The Missouri Department of Corrections has taken a proactive approach to offender re-entry and transitional planning. Missouri is currently participating in two re-entry initiatives, one of which is technical assistance provided by the National Institute of Corrections and the second being a federal grant from the U.S. Department of Justice's Office of Justice Programs. The technical assistance received provides a national model to improve the success of offenders who re-enter local Missouri communities. This entails collaborative efforts with organizations and other state agencies to improve transition practices for offenders with the end result being enhanced public safety, reduced recidivism and efficient use of all available resources.

The second initiative is a federal grant received to design a serious and violent offender re-entry program. Missouri began Project Connect in April 2003 and will provide re-entry services to approximately 200 offenders, male and female, each year for the next three years. These offenders will be going home to St. Louis and Kansas City and are identified in this process twelve months prior to their release. Case management meetings are held during their incarceration to identify assets and liabilities. Once identified, all services will be established prior to the offenders' release into the community. Once released, the offender will meet with the Re-Entry Transition Team for one year, which not only is supported by Department of Corrections staff but also heavily supported by the community. Community involvement is the key to the success of this program.

Women's Issues

As a result of legislation passed in 2001, the Women's Program Manager was created within the Missouri Department of Corrections. In addition, a Women's Issues Committee was formed to assist in providing gender responsive environments to women offenders confined and those under the supervision of the Board of Probation and Parole. This position and committee were formed to ensure accountability, reliability and continuous improvement in meeting this commitment. The goal to be reached is to ensure gender responsive programs are available to women offenders that provide health, mental health, self esteem, parenting, academic education, vocational education, substance abuse and life skills to enhance their opportunities for successful transition back into society. Inter-divisional collaborations, interagency collaboration and bonds with community organizations are utilized in pursuit of this goal.

2003 Departmental Legislation

The 2003 legislative session yielded several positive pieces of legislation for the Department of Corrections. The department is currently working on the implementation of the following bills:

The Corrections Officer Certification Commission was created with the passage of House Bill 138, and was signed into law by the Governor on July 11, 2003. The commission is housed within the Department of Corrections and will be made up of nine members of whom six are DOC custody staff, two are sheriffs and one is a member of the public. The commission will study the corrections officer position and make recommendations on training, qualifications, standards as well as a certification process. House Bill 138 also requires counties to provide medical and mental health information about offenders when delivering them to the Department of Corrections. In addition, the bill emancipates offenders who are minors for the purpose of making decisions regarding medical, mental health care and treatment. Lastly, House Bill 138 excludes minor conduct violations from being considered contested cases under administrative procedure and review.

House Bill 477 was signed by the Governor on June 26, 2003 and removes the offenders' right of refusal when given a tuberculosis test. This legislation will save the resources of obtaining court orders when offenders refuse testing.

The department was also successful in making necessary modifications to the long and short-term treatment programs. The department's treatment language was rolled in with Senate Bill (SB) 5, which was signed into law on June 27, 2003. The department's portion of the bill lowers the required length for long-term treatment from 24 to 12 months, excludes the first trip to long-term and 120-day treatment from counting as prior prison commitments if the offender is successfully discharged from probation and releases offenders who are successful in the 120-day treatment program. The bill also allows the department to determine the duration, eligibility and criteria of treatment. The remainder of SB 5 is discussed below.

2003 Legislation not initiated by, but affecting the Department of Corrections

The passage of Senate Bill 5, which was signed by the Governor on June 27, 2003 made numerous changes to sentencing, releases from prison and other offender population related issues. Other provisions of Senate Bill 5 affect the criminal justice system, however only those directly affecting the department are included in this report. The bill lowers the penalty for class D felonies from 5 to 4 years, lowers sentencing enhancements for persistent and dangerous offenders, allows first time, non-violent class C and D felons to petition the sentencing court for release after 120 days of incarceration, lowers stealing 3rd offense from a class C felony to a class D felony and removes the requirement for the department to supervise offenders with misdemeanor probation for non-violent offenses. The bill also strengthens the penalties on some crimes by adding assault of a law enforcement officer 1st, domestic assault 1st, elder assault 1st, and abuse of a child if death results to the list of dangerous felonies. Also receiving enhanced penalties are the crimes of endangering the welfare of a child and theft of anhydrous ammonia.

Senate Bill 12 enacts the Religious Freedom Restoration Act (RFRA), which establishes standards by which government can restrict an individual's practice of religion. The bill takes into consideration the effect on a prison setting and relaxes the standards for safety and security purposes.

DIVISION OF ADULT INSTITUTIONS

The Division of Adult Institutions is an integral component in the department's efforts to hold offenders accountable for their behavior and prepare them to be productive, law-abiding citizens. Each of the division's twenty-one institutions provide a humane, secure correctional environment where offenders serve the required portion of their sentence and participate in programming designed to reduce the risk of future recidivism.

Preparing offenders for successful transition from prison to the community begins when the offender is first committed to prison. A comprehensive, objective assessment of each offender's strengths and risk factors is conducted. Offenders are classified based on their individual assessment. On January 1, 2003, the classification system was revised and updated to ensure that offenders are assigned to the confinement level that is most compatible with public safety and offender needs. The elements of classification assessment include: medical needs, mental health needs, public risk needs, institutional risk needs, educational needs and vocational needs. Offenders are assigned to an institution, which can effectively address the offenders' risk and needs.

Casework staff place offenders into appropriate institutional programming, including work assignments, based upon the initial and periodic re-assessment of each offender's risk and needs. Occupying offenders' time in prison with constructive activities helps to instill individual responsibility and pro-social values. Custody staff supervises offenders around the clock to ensure that offenders comply with institutional rules and behave in a civil manner. Offenders that consistently behave responsibly experience positive consequences, e.g. placement in honor dorms or other limited privileges. When rules are broken, appropriate disciplinary sanctions occur. Providing positive reinforcement for responsible behavior and correcting inappropriate behavior in prison contributes to the immediate need for maintaining order in the institution. It also teaches offenders to be responsible for their behavior. Developing a clear understanding of personal responsibility and accountability is essential for offenders' successful transition into the community.

The majority of offenders in prison have a history of substance abuse. The division utilizes a variety of strategies to prevent illicit drug use in the institutions. Urine drug testing is conducted with offenders to deter drug use and identify those who are using. During FY2003, a demonstration project at Crossroads Correctional Center with trace detection technology equipment searches using the Itemiser device proved to be a valuable strategy to reduce the possibility of drugs being smuggled into an institution during visitation. Trace detection searches are designed to identify the presence of microscopic particles of controlled substances. With the support of federal funds during July 2003, the division installed EntryScan3 devices at four maximum-security institutions for the purpose of conducting trace detection searches. These sites were Crossroads Correctional Center, Missouri State Penitentiary, Eastern Reception & Diagnostic Correctional Center and Southeast Correctional Center. Consequently, the Itemiser was moved from Crossroads Correctional Center in October 2003 to Western Missouri Correctional Center. The division's commitment to providing safe institutions and family-oriented visiting rooms is enhanced by use of the

trace detection searches. During FY2003 the division participated in a federally funded Incarcerated Fathers Collaboration project with the Division of Child Support Enforcement. This project is designed to promote responsible fatherhood with incarcerated men that are scheduled for release from prison within 18 months. The division is constantly seeking more effective ways to enhance public safety by preparing offenders to become productive, responsible citizens.

Another current initiative involves the Western Missouri Correctional Center (WMCC) located in Cameron, Missouri. WMCC opened in 1988 with a capacity of 1975 inmates. To help manage the state's rapidly growing prison population, between 1993 and 1995 the capacity at WMCC was increased to 2619 inmates. The additional 644 "saturation" beds were used as a temporary housing measure until the construction of new prisons was completed. The saturation beds were incorporated into WMCC's housing unit dayrooms. These open-bay dormitory style-housing beds were utilized for low custody inmates.

The opening of new prisons in other parts of the state reduced the need for saturation housing at WMCC. To manage the department's resources most effectively, in August 2003 the department removed the saturation beds from WMCC's capacity, returning WMCC to its original design capacity of 1975 inmates. A corresponding reduction of 111 staff positions also occurred at WMCC. The staff reductions are being achieved through assignment to vacant positions at WMCC and transfers to other institutions in Northwest Missouri and other parts of the state.

DIVISION OF OFFENDER REHABILITATIVE SERVICES

The Division of Offender Rehabilitative Services (DORS) serves as a mainstay in the Department's efforts to maintain constitutional and habilitative confinement by focusing on the skills needed to successfully transition from incarceration to free society. To accomplish this objective, the Division operates programs that are instrumental in returning offenders to their communities as responsible, healthy, educated, employable and sober citizens.

The Division's multi-disciplinary efforts are carried out in medical and mental health clinics, therapeutic communities, academic classrooms, libraries, factories and technology classrooms located variously in 21 correctional institutions. Many of the Division's programs are presently involved in the Department's process to determine their effectiveness and to identify the best use of existing resources. A concurrent effort is underway to ensure that all programs are gender responsive. All DORS program managers are working closely with the Department's Women's Program Manager to determine policy and procedural changes necessary to ensure that women offenders' needs are being met.

Currently, DORS managers are actively participating in the Department's Transition from Prison to Community Initiative (TPCI) providing a strong philosophical and programmatic framework as the Division seeks to improve transition services through close ties with community and State agencies. Likewise, TPCI promotes internal communication and cooperation between Divisions in preparing an offender for release.

Within DORS, all sections are seeking to strengthen ties with stakeholders. The Division's Medical Services section works closely with the Department of Health and Senior Services to ensure post-release follow up care and treatment of communicable diseases, breast and cervical

cancer and HIV disease. There are 3,000 beds in the Department, which are devoted to substance abuse treatment with the most recent addition of a 275 bed, six-month program at the Western Reception Diagnostic Correctional Center (WRDCC). The Department is now close to implementing an integrated system of evaluation and classification of all offenders' substance abuse treatment needs. Offenders in the Department check out an average of 90,000 books each month in the Department of Corrections' libraries and more than 7,000 offenders are in education classrooms each day seeking to improve their academic abilities and to receive their GED. Vocational programs are currently under review and are being updated to offer offenders the opportunity to obtain meaningful technical skills, particularly in the area of computer literacy. An inter-Divisional team is currently conducting an in-depth review of Missouri Vocational Enterprises' operations.

Offenders confined in the Department's institutions typically come to us with multiple problems and deficits as a background to their criminal history. Lack of education, poor history, histories of substance abuse or addiction and unhealthy life styles are common elements within the incarcerated population. The programs offered in DORS are designed to provide offenders with the opportunities and resources they need to become productive, law-abiding citizens.

DIVISION OF PROBATION AND PAROLE

The Division of Probation and Parole in coordination with the Parole Board and Courts provides for the professional assessment and release of offenders and their supervision in the community, using the appropriate treatment, sanctions, and controls with the primary consideration being the promotion of public safety. To enhance the Department's overall management of resources including preserving prison bed-space for dangerous and chronic offenders the Division of Probation and Parole has undertaken several initiatives to improve release, violation and revocation processes.

Probation & Parole Violation Process Examination Team

On September 13, 2001, the Missouri Department of Corrections submitted a technical assistance request to the National Institute of Corrections for a policy examination of the violation process. The request was not granted; however, it was agreed that the need identified through the application process warranted further review. This led to the development of the Probation and Parole Violation Process Examination Team, which began work in November 2002. The Team was charged with completely reviewing the violation process and making recommendations for improvement.

By design the Probation and Parole Violation Process Examination Team is a collaborative project involving representatives of key components of the criminal justice system. The team representation is as follows: Judiciary, Parole Board, Prosecuting Attorney, Defense Attorney, Office of State Court Administrator, Treatment Provider, Division of Offender Rehabilitative Services, Probation and Parole Officers, and Probation and Parole Administrators.

On October 16, 2003, a Final Report was issued by the Probation & Parole Violation Process Examination Team with 10 specific policy recommendations that are now being considered by the Department of Corrections and the other participating agencies.

Date Adjustment Reviews

Beginning in Fiscal Year 2002 and continuing through the present, the Parole Board has undertaken several case reviews based upon a revalidated risk scale developed in conjunction with the Department's Research and Evaluation Unit. This scale focuses on factors closely associated with success/failure under supervision. The Board reviewed release decisions on cases where the updated assessments were not available at the time of the original hearing. Where the new data suggested that the offender's risk of re-offense could be mitigated by an alternative release strategy, including an adjustment to the release date, the Board reviewed the case.

- **FY02 the growth rate was 4.56 per day. The decrease in the population growth rate in FY03 was due to a 22% increase in parole releases, not because of a decline in admissions.**

The Parole Board has adopted use of the revised risk scale in determining the type of release strategy to match the offender's assessed risk/need. The Board is currently testing guideline release matrices that assist the decision process with length of stay recommendations for offenders based on offense and other behavioral criteria. Once adopted in full, the combined risk/release matrices will be introduced into Board standard operating procedures.

Substance Abuse Treatment Alternatives

The Board recognized that the waiting list for offenders to participate in the more intensive, long-term treatment programs was increasing the length of sentence served. In response, the Board approved a review of all offenders with their first parole release dates scheduled through calendar year 2005 that were stipulated for long-term drug treatment programming. The review included use of the Substance Abuse Classification Assessment and the revalidated risk assessment scale to determine the level of risk/needs demonstrated by these offenders. Those offenders whose assessed risk/need did not warrant a long-term treatment program were reviewed for release date/strategy adjustments. The effect of this initiative is to reduce the amount of prison time spent by offenders waiting to participate in substance abuse treatment programs, which in turn will reduce the overall incarceration period for the affected offenders.

- **Result-To date over 150 offenders have been removed from the Long-Term waiting list and are now stipulated for the six-month program.**
- **Result-The Department is reviewing the number of treatment beds available for Short-term (120 day programs), Mid-term (180 day programs, OUT and the new Board Substance Abuse program) and Long-term (12 to 24 months therapeutic community programs) in order to provide treatment opportunities that match the population needs as closely as possible with available resources.**

Community Supervision Centers

As an alternative to constructing additional prisons to match growth in the prisoner population, the Department of Corrections proposes to reduce the prisoner growth rate by working to insure that only chronic, violent and repeat offenders are incarcerated in our existing secure facilities.

The Department believes providing a community-based, short-term intervention option in areas of the State that contribute the most annual prison admissions and revocations is one critical step to reducing this growth rate. Community Supervision Centers will accomplish this by assessing, stabilizing and monitoring offenders at risk for revocation. Each center will include an administrative area to accommodate the existing probation and parole district office located in that area as well as sufficient program/classroom areas and dormitory-housing space for 30-50 offenders in need of structured residential supervision. Each center will provide short-term residential services for offenders who otherwise would have to be housed within our prison/facilities or local jails, including the following:

- Offenders convicted of class C and D felonies with no previous criminal convictions that are in need of short-term deterrence or substance abuse treatment.
- Offenders at risk for revocation by the courts for technical violations of probation.
- Offenders approved for release from prison by the Parole Board but do not have an appropriate home plan in the local community.
- Offenders at risk for revocation by the Parole Board for technical violations of parole.

To demonstrate the effectiveness of this local alternative to prison, the Department is proceeding with plans to construct seven pilot Community Corrections Centers and use available federal Violent Offender Incarceration/Truth In Sentencing (VOI/TIS) funds to offset 90% of the construction costs. In concert with the state's Division of Design and Construction the department has reviewed over 20 site proposals in 13 different communities. Following completion of federally required environmental assessments final site selection for the first seven centers will be completed in the January 2004.

Alternative Parole Violator Processing

At the direction of the Executive staff, a work group is in the process of establishing an enhanced violator unit at the Fulton Reception and Diagnostic Center. The envisioned process is to focus on identifying and **reducing the number of offenders currently revoked from parole for technical violations (average stay of 14 to 18 months) and those parole violators assigned to an ITC in lieu of revocation (4 month program)** who could benefit from a short-term relapse prevention/cognitive restructuring program.

In addition, a program was implemented in June 2003 at the Boonville Correctional Center to provide a short-term alternative to parole revocation for those offenders whose chronic absconding was not a direct result of addiction to illicit substances.

DIVISION OF HUMAN SERVICES

Human Resource Office

Employee Relations: The employee relation's team assists staff and management with employment issues and concerns. A new initiative was completed by training 120 Peer Action Care Team (PACT) members to provide coverage at each institution and every Probation and Parole Region. The PACT members are available to provide support for staff whenever an employee has been injured or killed.

Classification: The classification team works with management and the work site Human Resource offices involved with a variety of classification issues. With the opening of the Eastern Reception and Diagnostic Correctional Center, staff had to establish approximately 600 positions. A major project was completed when approximately 150 unclassified substance abuse and mental health positions were converted to merit positions. The classification team assisted in the reclassification of Corrections Records Officers.

Training and Employee Development

The Training Academy makes training available on a statewide basis to every member of the Department. During FY03, 74 pre service courses, 759 supervisory classes, 2565 in service classes and 435 iterations of Probation and Parole safety classes were presented. Addressing the needs of the newly legislated Corrections Officer Certification process will further challenge the Academy.

Planning Section

The Planning Section provides trained change agents (facilitators) and planning services to the entire Department of Corrections. The “system” improvement approach used by these individuals are based upon a body of knowledge, a philosophy and set of principles that are translated into action by means of proven methodologies, tools, and techniques.

During this past year the Planning Section has led 19 teams comprised of a total of 163 individuals. The efforts of these teams, over the next two years, have the potential of saving the Department millions of dollars due to greater efficiency.

General Services

The General Services Unit provides support services for all the divisions in the Department of Corrections through five professionally staffed sections: Capital Improvements; Food Services; C.O. Business Office (including C.O. mailroom/warehouse); Regional Commodities/Canteen Warehouses and Cook-Chill; and Fleet Management.

Some of the major accomplishments by the General Services Unit in FY03 include:

- The opening of the Eastern Region Cook-Chill and Commodities Warehouse facility that is currently serving 40% of the menu items at five institutions in the Eastern Region. The Eastern Region Commodity Warehouse is delivering bulk commodities and canteen product to 6 regional institutions.
- Establishment of the DOC Fleet Management Office that resulted in the reassignment of underutilized vehicles and continued monitoring of vehicle usage for fleet efficiency.

- Major Capital Improvements Projects
 - Completion of Phase II conversion of Fulton Reception and Diagnostic Center to C-5 security
 - Completion of security enhancements at Potosi Correctional Center and Ozark Correctional Center.
 - On-going oversight of the Site Selection and Prototype Design (Phase I) of seven Community Supervision Centers
- Major In-house Construction Projects completed by Central Office Crews
 - Construction of the central Restorative Justice Center at Central Missouri Correctional Center
 - Construction of the regional Firing Range at Central Missouri Correctional Center
 - Construction of the Southeast Correctional Center Firing Range
 - Installation of telephone cable, beds, dining room tables for Eastern Reception and Diagnostic Correctional Center start-up.
- Management of the natural gas transport contract realizing a savings of \$1,514,802.12 for the first 10 months of FY03.

Religious and Spiritual Programming

The section on Religious and Spiritual Programming has continued to support the mission of the Department by facilitating opportunities for inmates to exercise constitutionally protected religious practices. The presence of chaplains and religious volunteers assists in promoting a positive, productive daily living environment within a confined setting.

During FY03, Religious/Spiritual Services have included:

Restricted Unit Contacts	24,694
Death/Emergency Notices Delivered	1,622
Pastoral Contacts	17,322
Religious Service Attendance	316,282
Religious Resource Circulation	45,755
Religious Donations Received	\$56,578

Volunteer Programs and Services

The work of the Department staff is complimented by a variety of programs provided by community volunteers. These programs provide the offender an opportunity to develop a positive lifestyle and interact with volunteers from nearby communities.

A total of 1,377 correctional volunteers assisted the Department along with 90 Missouri college and university students completing internships. Volunteers in Corrections provided 91,880 hours of services to the Department. The White House Points of Light Foundation values volunteer service at \$14.30 per hour. Based on that value Volunteers in Corrections saved the Department \$1,313,884 in costs.

Employee Health and Safety

This section provides employee health services, safety consultation and inspection services, workplace violence prevention and peer counseling coordination.

During FY03, employee health services provided 6,088 vaccines; 13,070 tuberculosis (TB) tests; and 28,835 other employee health nurse contacts for evaluations of work-related injuries, blood pressure, blood sugar tests and consultations.

Fiscal Management

The Fiscal Management Unit consists of the following sections: Accounting and Compliance, Internal Auditing, Procurement, Contract Coordination & Management, and Inmate Banking. Each section fulfills a unique role in support of the department's mission and fiscal operations.

- In FY03, the Fiscal Management Unit, with input from all divisions within the department, coordinated the development of the agency's Internal Control Plan.
- In FY03, Fiscal Management Unit staff worked diligently to be one of the first agencies in state government to implement and balance the Fixed Asset sub-system of SAM II.
- Completed 35 audits of institutional operations, Residential Treatment Facilities and others.
- Completed the conversion to soft packaging for all appropriate items sold in the institutional Canteens.

Budget Section

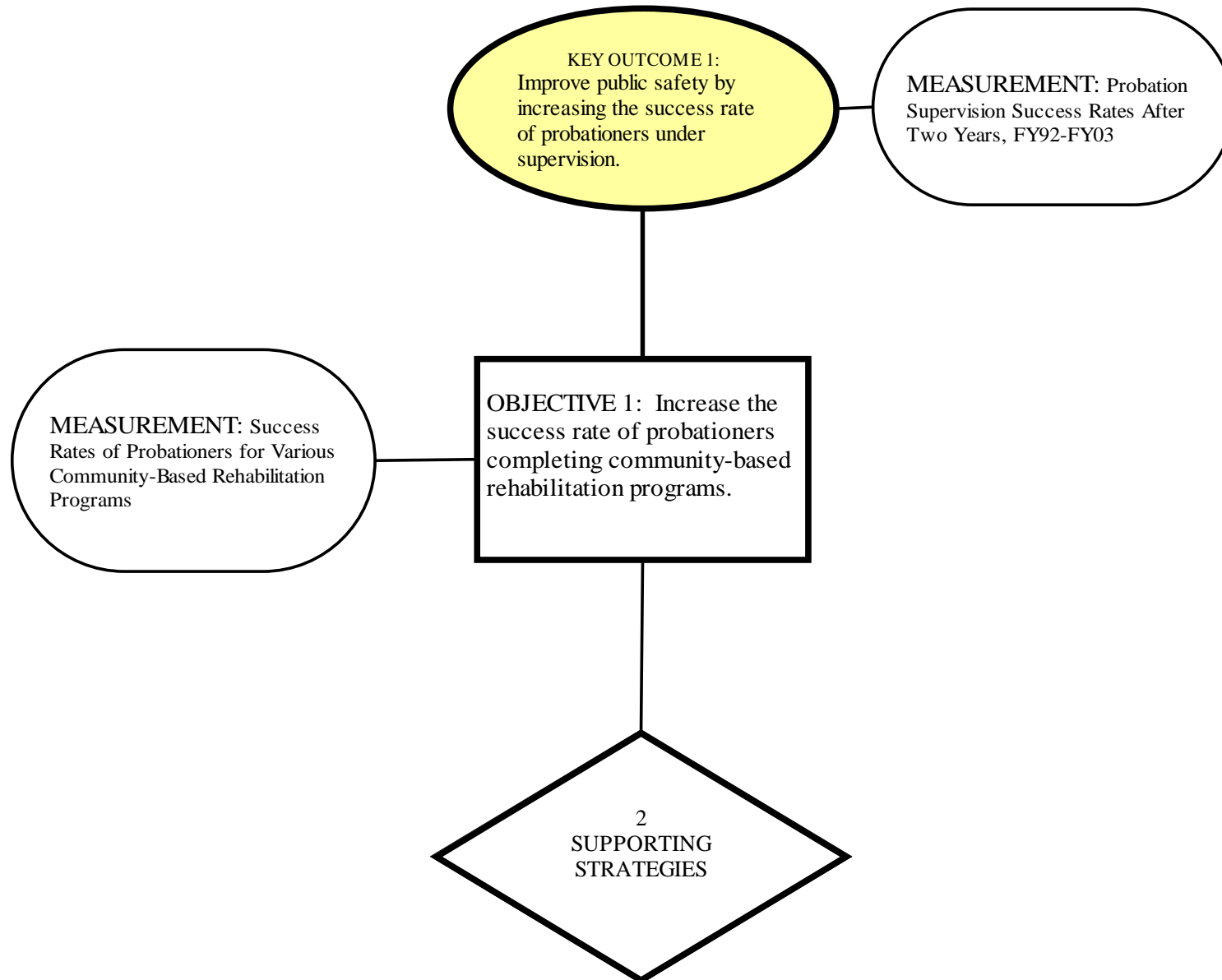
This section is responsible for developing the department's budget proposal. The work of this section directly supports the department's commitment to continuous improvement and finding ways for the department to develop efficient and economical operations.

The Research and Evaluation Unit, within the Budget Section, is responsible for providing continuous improvement through outcome research. During this past year, this unit has responded to over 215 data questions from strategic initiative teams with many other data requests coming from other sources within the department.

ADDITIONS/DELETIONS TO THE STRATEGIC PLAN

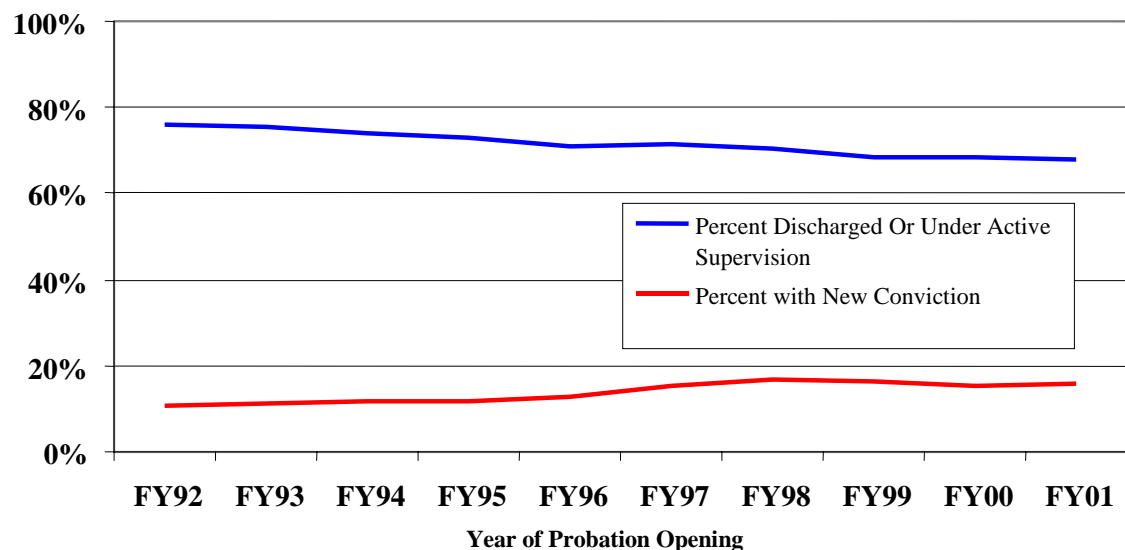
The additions/deletions to the strategic plan will begin with the FY06 Strategic Plan.

KEY OUTCOME 1



Key Outcome 1: Improve public safety by increasing the success rate of probationers under supervision.

**Probation Supervision Success After Two Years
Case Openings FY92-FY01 & Outcome Up to June 30, 2003**



Data Table

Supervision Success Rates for Probationers After Two years
(Case Openings FY92-FY01 & Outcome Up to June 30, 2003)

	Year of Probation Opening									
	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
New Court Probations	13,272	12,367	12,796	14,368	15,738	16,967	17,926	17,732	16,501	16,706
Percent Discharged or Under Active Supervision	75.9%	75.6%	74.0%	73.1%	70.8%	71.3%	70.5%	68.4%	68.1%	67.7%
Percent with New Conviction	10.5%	11.2%	11.9%	11.9%	12.8%	15.2%	17.0%	16.2%	15.2%	15.8%

NOTE: Data is not included for FY02 or FY03, as probationers with cases opened in those two fiscal years have not yet been supervised for a two-year period.

Data Source

Department of Corrections (DOC) Research Evaluation (RE) Unit using OPII data [NOTE: OPII is the department's primary offender management database storing information that can be used for statistical purposes.]

Description of Measure

Year of opening refers to the year probationers first began their supervision. The time period used for probation success rates is FY92-FY03, however, the data table only shows openings up to FY01 as probationers starting their supervision period after FY01 have not been under supervision for two years at the end of FY03.

Missouri measures the success of probationers with two indicators:

1. Percent Discharged or Under Active Supervision: The percent of probationers who successfully complete their supervision or are under active supervision two years from the start of the supervision without an incarceration.
2. Percent with a New Conviction: The percent of probationers who are convicted of new offenses while under supervision.

Why the Measure Is Important

The Missouri Department of Corrections measures public safety based on whether offenders that have been placed on probation successfully complete their period of supervision or violate the conditions of supervision. It is particularly important that offenders do not commit new offenses while under supervision. This measure indicates how effectively the department uses probation to affect the behavior of offenders.

Trend Analysis

Most of the decline in supervision success since the early 1990s is attributed to an increase in the rate of absconding and the rate of technical revocations. Many probationers have a substance abuse problem that results in a revocation of the probation. In FY03, 37% of probationers revoked for a technical violation were placed in an institutional treatment center to complete a 120-day drug treatment program and another 17% were placed in other 120-day programs. If the department had more drug, alcohol and other mental health programs in the community, fewer offenders would need to be revoked and sent back to prison.

The percent of probationers convicted of new offenses in the first two years of supervision has decreased from 17.0% in FY98 to 15.8% in FY01 (-1.2%). Although the majority of offenders convicted of new felony offenses are incarcerated, offenders convicted of new misdemeanor offenses are generally continued on probation. The percentage of felony probationers incarcerated within two years for a new offense while on probation has remained at about 5% of probation openings since the early 1990s.

How Missouri Compares to Others

The chart and data table provided on page 15 uses success rates based on a calculation using recidivism rates. A national comparison cannot be made using that method of calculation. However, a national comparison can be made using a different method of calculating success rates. Based on the Bureau of Justice Statistics' (BJS) 2002 annual survey, the successful completion rate of all probation closings for the U.S. was 62%. A successful case closing means that supervision as a probationer has ended due to the probationer being successfully discharged from probation at which time their case would be closed. For Missouri, the successful completion rate was 43%. A reason for the low Missouri success rate is that there are a number of offenders that the courts place on absconder status and then later re-instate to field supervision without an incarceration, which results in these probationers being counted once as an unsuccessful case closing with the potential to count again after re-instatement as a second unsuccessful case closing. Nationally there are wide differences in how state probation services operate and many states are not able to provide complete exit information for the BJS probation survey.

National statistics indicate a decline in the successful completion rate of probationers from 69% in 1990 to 62% in 2002 (*Probation and Parole in the United States, 2001 & 2002, US Department of Justice, Table 4*).

Factors Influencing the Measure

- The availability of sufficient community programming resources affects positive and long-lasting change in offender behavior.
- Offenders placed on probation have education deficits, poor job skills and substance abuse problems that contribute to criminal behavior.

What Works

- Providing substance abuse treatment: Offenders who successfully complete treatment and are able to maintain sustained sobriety are more likely not to incur new law violations equating to a higher rate of success.
- Providing assistance in job acquisition and retention: Offenders who obtain and maintain employment are more likely not to incur new law violations as compared to other offenders.
- Analytical studies conducted on correctional treatment research in 1990 and 1995 concluded treatment programs achieved a 25 to 30 percent reduction in recidivism of participants when those programs also shared key components including:
 - Cognitive, behavioral and social learning
 - A highly structured program design
 - A focus on criminal attitudes, values and actions
 - Conducted in concert with other needed treatment
- Focusing existing state and community based resources on offenders at the greatest risk of revocation. Developing inter-agency strategies to meet these needs should reduce probation revocations.

- Efforts to impact the offenders' behavior and to minimize the difference between the growth of technical violations and the reduction of law violations.
- Determining what intervention/program works best for which offender to have the greatest positive impact on recidivism.

Concerns

Community-based programs are the easiest things to reduce during budget shortfalls. Reducing these resources will diminish opportunities to affect changes in criminal behavior and will increase the rate of revocations.

Other Sources of Information

The 2001 Corrections Yearbook – Adult Corrections published by Criminal Justice Institute, Inc.

Bureau of Justice Statistics: Criminal Justice Institute, Inc. 213 Court Street, Suite 606, Middletown, CT 06457, www.cji-inc.com

Objective 1: Increase the success rate of probationers completing community-based rehabilitation programs as follows:

ALT Care: From 21.1% to 40% by FY05

Free & Clean: From 46.8% to 55% by FY05

Opportunity to Succeed: From 50.0% to 55% by FY05

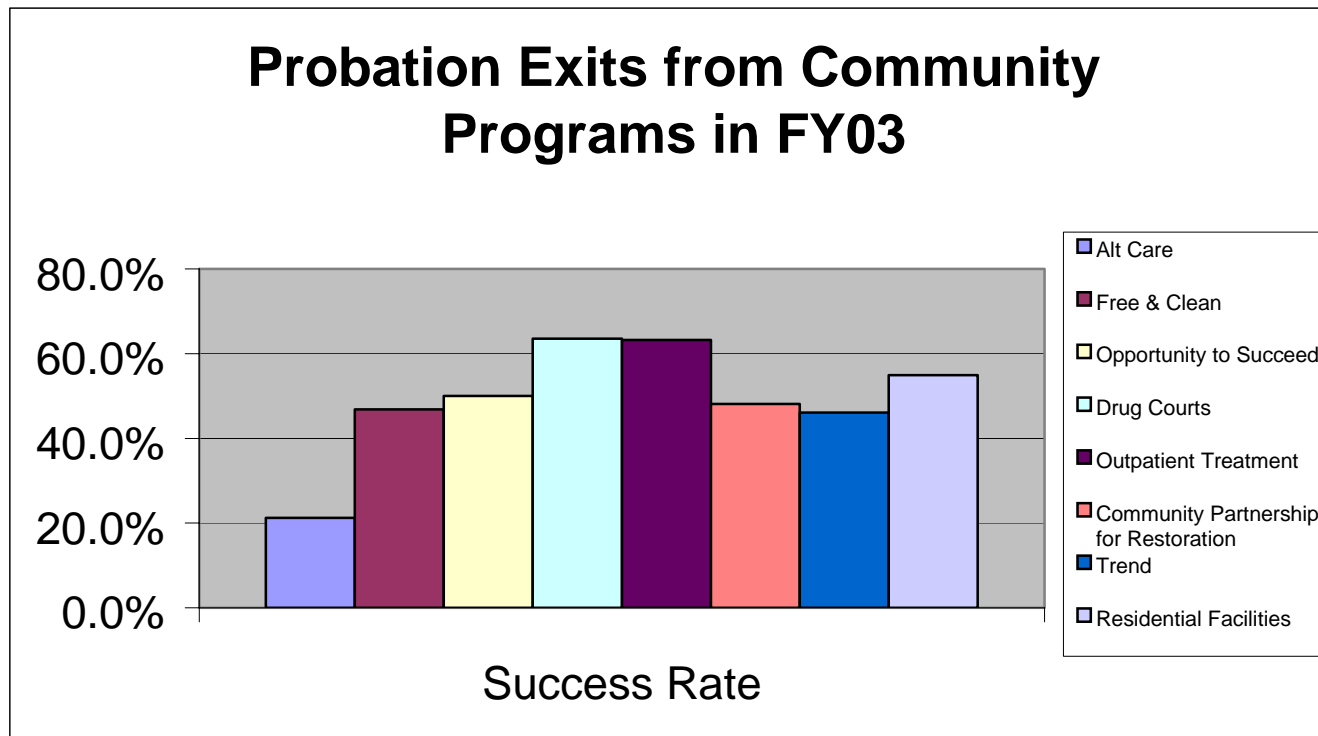
Drug Court: From 63.5% to 67% by FY05

Outpatient Treatment: From 63.2% to 65% by FY05

Community Partnership for Restoration: From 48.1% to 50% by FY05

Trend: From 46.1% to 50% by FY05

Residential Facilities (Halfway Houses): From 54.9% to 58% by FY05



Data Table**Probation Exits from Community Programs in FY03**

Community Programs	Success	Fail	Total	Success Rate
Alt Care	66	245	311	21.2%
Free and Clean	156	177	333	46.8%
Opportunity to Succeed	25	25	50	50.0%
Drug Courts	727	418	1,145	63.5%
Outpatient Treatment	328	191	519	63.2%
Community Partnership for Restoration	26	28	54	48.1%
Trend	154	180	334	46.1%
Residential Facilities (Half way Houses)	128	105	233	54.9%
Total	1,544	1,124	2,668	57.9%

Data Source

Department of Corrections (DOC) Research Evaluation (RE) Unit using OPII data [NOTE: OPII is the department's primary offender management database storing information that can be used for statistical purposes.]

Description of Measure

The success rate for each program is the percentage of offenders who successfully complete a program. The calculations for each program excluded those offenders that were transferred to other programs.

Why This Measure is Important

When a probationer successfully completes community-based treatment:

- Fewer new crimes are committed.
- Less cost is incurred than with incarceration.
- Less health care costs are incurred.
- Offender productivity is increased.
- Offenders' well being improves.

Trend Analysis

- Nearly one third of all Missouri offenders under supervision by the Board of Probation & Parole have been convicted of a drug offense. The Department of Corrections estimates that 75% of offenders in Missouri need substance abuse services. Treatment for drug and alcohol addiction cuts drug use in half, reduces criminal activity up to 80%, increases employment, decreases homelessness, improves physical and mental health, and reduces domestic violence, child abuse, and lost worker productivity.

- Many of the community programs were set with Local Initiative funding in FY97 and the success rate of the programs have increased from 36.5% in FY97 to 52.1% in FY03. The largest program is the drug court program that began with a low success rate of 35% in FY97 but has achieved a success rate of more than 60% from FY01 through to FY03.

How Missouri Compares with Others

There are no national statistics comparing success rates of community-based treatment programs from state to state.

Factors Influencing the Measure

Success rates for these programs are somewhat skewed due to the inclusion of offenders who enter into programs in violation status. These offenders have incurred a violation of their supervision prior to entering a program resulting in a lower likelihood of succeeding the program, increasing the failure rate of the specific program for all offenders.

What Works

- Community-based treatment offered at the point when the offender is receptive to this type of intervention.
- Accurate and timely assessment are the most important factors influencing success in substance abuse treatment programs, resulting in offenders being offered a program of treatment that is matched to their level of need.
- One hundred and twenty-day treatment and long-term treatment are particularly effective if the offender has proven resistant to community-based treatment.
- Timely access to long-term aftercare and support groups, i.e. Alcoholics Anonymous/Narcotics Anonymous.
- Cognitive, behavioral and social learning in a highly structured program design focused on criminal attitudes, values and actions.
- Collaboration among service agencies will strengthen and improve success rates.
- Drug Courts from national studies and from Missouri's experience do reduce criminal behavior.

Concerns

- With three agencies (Courts, Mental Health, Corrections) assigning offenders to treatment, appropriate placement becomes problematic. Each agency uses different criteria for placement and reporting.
- Accurately reporting the number of offenders receiving treatment in the field is a challenge. The Department of Corrections only tracks treatment provided by the Department.
- Although increasing the rate of program completions is an important focus, tracking the impact success in treatment programs has on supervision is critical.

Other Sources of Information

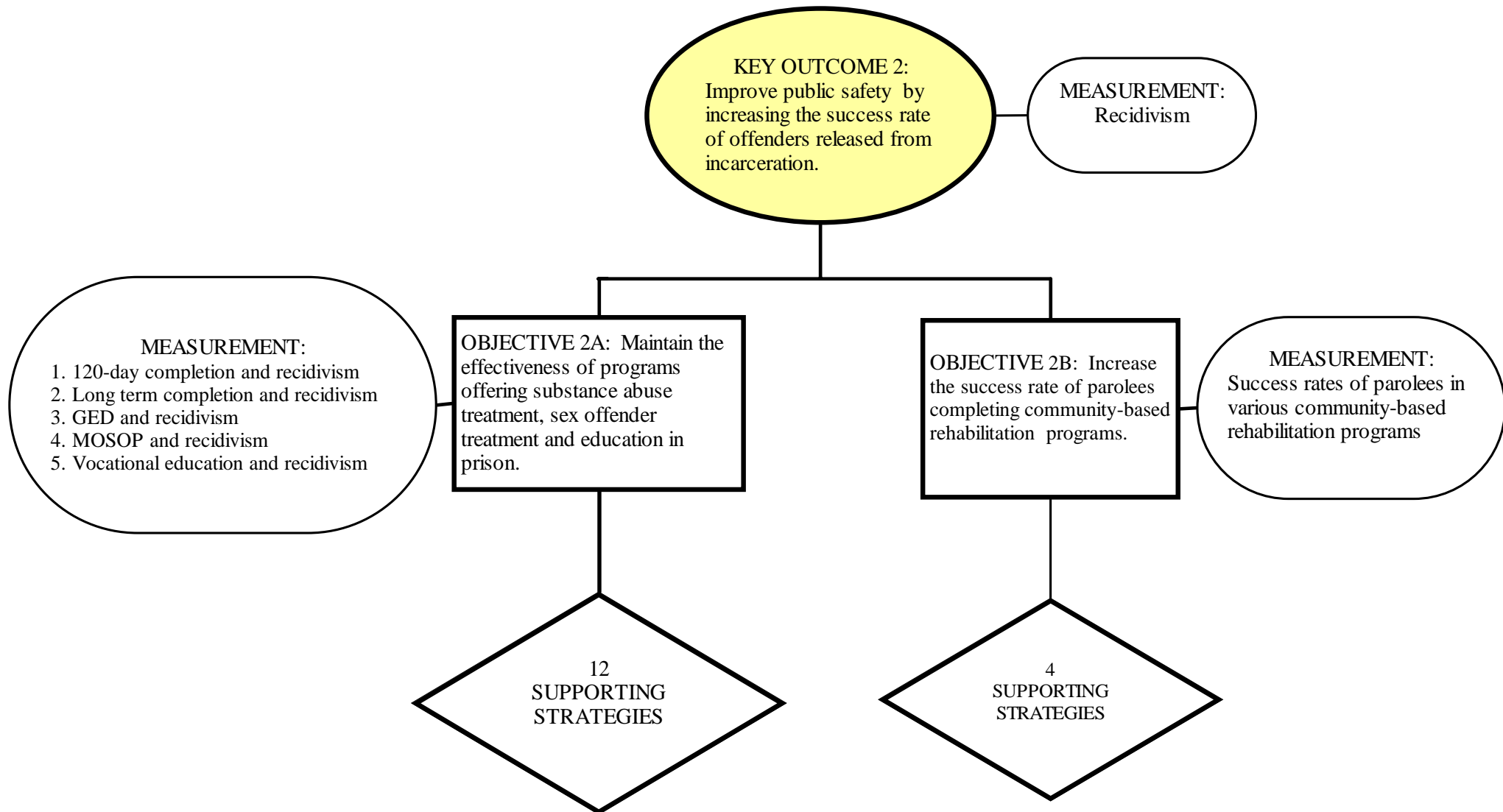
The 2001 Corrections Yearbook – Adult Corrections published by Criminal Justice Institute, Inc.

Bureau of Justice Statistics: Criminal Justice Institute, Inc. 213 Court Street, Suite 606, Middletown, CT 06457, www.cji-inc.com

Key Strategies

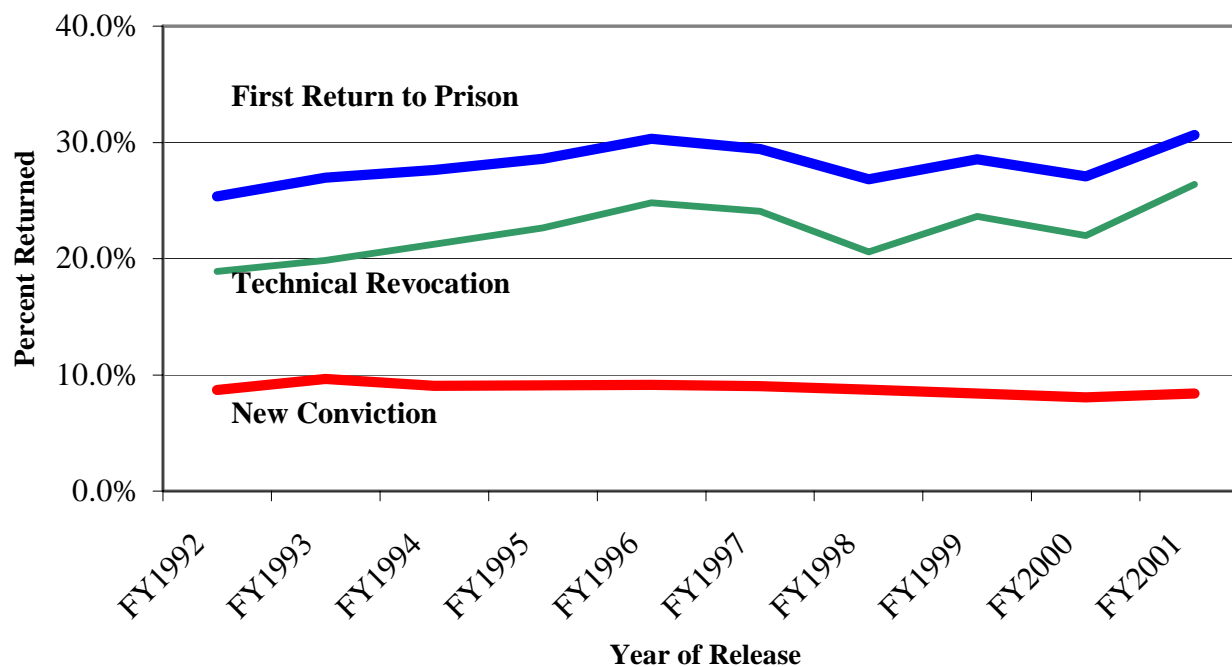
1. Educate and train field probation and parole staff and supervisors on the dynamics of recovery, relapse prevention, and the importance of continuity of care on an on-going basis.
2. Match offenders to the most appropriate treatment program. The Department recently secured legislation to provide more flexibility in program assignment under the supervision of RSMo 559.119.

KEY OUTCOME 2



Key Outcome 2: Improve public safety by increasing the success rate of offenders released from incarceration.

Recidivism: Number of Parolees Released from Prison and Returned Within Two Years



Data Table

	Releases	First Return to Prison					
		New Conviction	Percent of Released	Technical Revocation	Percent of Released	Any Return	Percent of Released
FY1992	4,530	395	8.7%	856	18.9%	1,148	25.3%
FY1993	4,206	405	9.6%	835	19.9%	1,135	27.0%
FY1994	4,337	393	9.1%	922	21.3%	1,198	27.6%
FY1995	3,467	315	9.1%	785	22.6%	991	28.6%
FY1996	3,514	320	9.1%	871	24.8%	1,065	30.3%
FY1997	3,043	274	9.0%	733	24.1%	896	29.4%
FY1998	3,417	298	8.7%	703	20.6%	917	26.8%
FY1999	3,924	330	8.4%	928	23.7%	1,120	28.5%
FY2000	3,556	287	8.1%	781	22.0%	963	27.1%
FY2001	3,835	322	8.4%	1,012	26.4%	1,175	30.6%

Data Source

Department of Corrections (DOC) Research Evaluation (RE) Unit using OPII data [NOTE: OPII is the department's primary offender management database storing information that can be used for statistical purposes.]

Description of Measure

Recidivism is the first return to prison within two years of release and is expressed as a percent of the offenders released. The department computes three rates to distinguish between offenders who are returned for technical violations of supervision and those offenders who have been convicted of new offenses.

- First return: The first return to prison after the offender was revoked from supervision for a violation of the conditions of supervision or to serve a new sentence.
- Technical revocation: A revocation of supervision that was for a reason other than the conviction of a new offense.
- New conviction: A conviction for a new offense committed while the offender was under supervision or after the offender had been discharged from the original sentence.

Why This Measure is Important

The Missouri Department of Corrections measures public safety based on whether offenders after release do not re-offend or violate other conditions of supervision. The rate of success measures how effective the department uses incarceration and the subsequent supervision to affect the behavior of offenders.

Trend Analysis

There has been a modest but steady decline in the recidivism rate for new convictions over the last ten years. The rate is now 1.2% lower than in 1993. The technical recidivism rate has fluctuated more. From 1992 to 1997, it increased from 19% to 25%, however, since 1997 the technical recidivism rate has averaged about 24%.

How Missouri Compares with Others

There are no national statistics on recidivism that calculate recidivism on a consistent basis.

Factors Influencing the Measure

- Besides the behavior of offenders when under supervision, the recidivism rate is also influenced by the Board of Probation and Parole's philosophy and practices in dealing with violations of the conditions of supervision. Because of public concern with the latent threat of criminal activity by parolees, the Board has imposed stricter standards on the failure to report by offenders on electronic monitoring (house arrest) and on offenders absconding from community release centers. The Board also maintains a higher level of supervision of offenders convicted of dangerous felony offenses and sex offenses. A higher level of supervision can result in a higher rate of revocation because the parole officer is more aware of the offender's behavior.
- Many offenders come to prison with deficits in education, poor job skills and with substance abuse and behavior problems. Until these deficits are rectified offenders remain at risk of returning to criminal behavior.

What Works

- Providing substance abuse treatment. Offenders who successfully complete treatment and are able to maintain sustained sobriety have lower recidivism rates than other offenders. The follow up study of Institutional Treatment where substance abuse treatment is provided shows that graduates of the programs are much less likely to return to prison than the offenders who fail.
- Treatment programs achieved a 25 to 30 percent reduction in recidivism of participants, according to research conducted in 1990 and 1995, when those programs also shared key components including:
 - Cognitive, behavioral and social learning
 - A highly structured program design
 - A focus on criminal attitudes, values and actions
 - Conducted in concert with other needed treatment

- Providing assistance in job acquisition and retention. Offenders who obtain and maintain employment have lower recidivism rates than other offenders. Using data from the Probation and Parole monitoring of offenders released to parole in FY99 showed that offenders who were unemployed were far more likely to fail their supervision and return to prison than those offenders who were fully employed.
- Providing vocational training. Offenders who improve their vocational skills while incarcerated have lower recidivism rates than other offenders. These offenders are more likely to obtain and maintain full-time employment and remain successful after release.

Concerns

- There are no national statistics on recidivism that calculate recidivism on a consistent basis.
- Reduction of resources will result in diminishing opportunities to affect changes in criminal behavior. If those opportunities diminish significantly, the rate of recidivism will likely increase.
- A better instrument needs to be developed in order to assess which intervention/program works best for which offender that would have the greatest positive impact on recidivism.

Other Sources of Information

The 2001 Corrections Yearbook – Adult Corrections published by Criminal Justice Institute, Inc.

Bureau of Justice Statistics: Criminal Justice Institute, Inc. 213 Court Street, Suite 606, Middletown, CT 06457, www.cji-inc.com

Objective 2A: Maintain the effectiveness of programs offering substance abuse treatment, sex offender treatment and education in prison to have 2 year recidivism rates as follows:

Substance abuse treatment: 120-Day program rate of 36% (Measure 1)

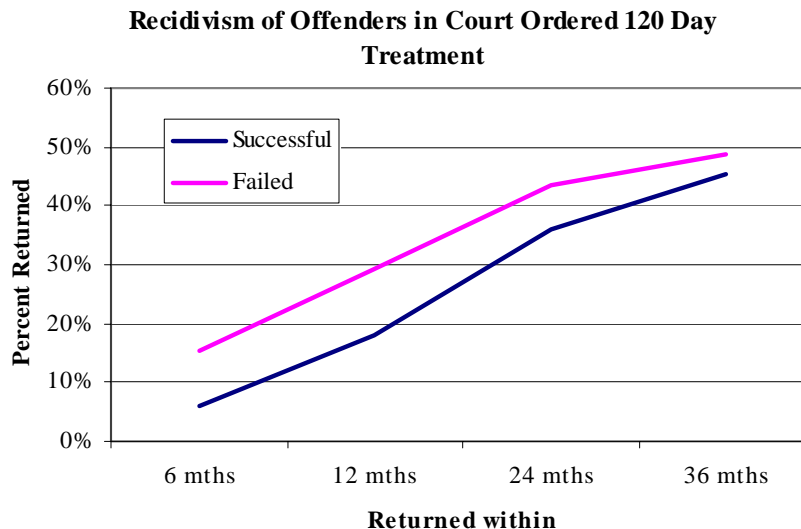
Substance abuse treatment: long-term program rate of 40% (Measure 2)

Education: prison-based educational programs rate of 31.2% (Measure 3)

Sex offender treatment: Missouri Sex Offender Program (MOSOP) rate of 3.2% (for new sex offenses only) (Measure 4)

Education: vocational education program rate of 27.5% (Measure 5)

MEASURE 1

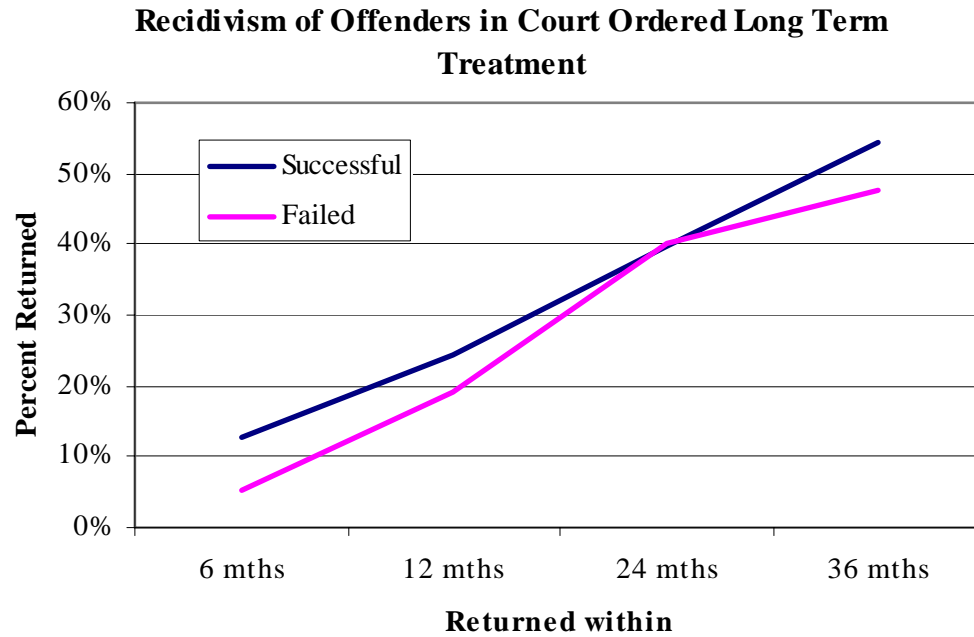


Data Table for Measure 1

Recidivism of Offenders placed in Court-Ordered 120-Day Treatment Program, Released FY99-FY03

Outcome	First Releases	Percent Returned Within			
		6 mths.	12 mths	24 mths.	36 mths.
Successful	9,279	6.0%	18.1%	36.1%	45.3%
Failed	1,300	15.5%	29.1%	43.4%	48.7%

Measure 2



Data Table for Measure 2

Recidivism of Offenders placed in Court-Ordered Long Term Drug Treatment Program, Released FY99-FY03

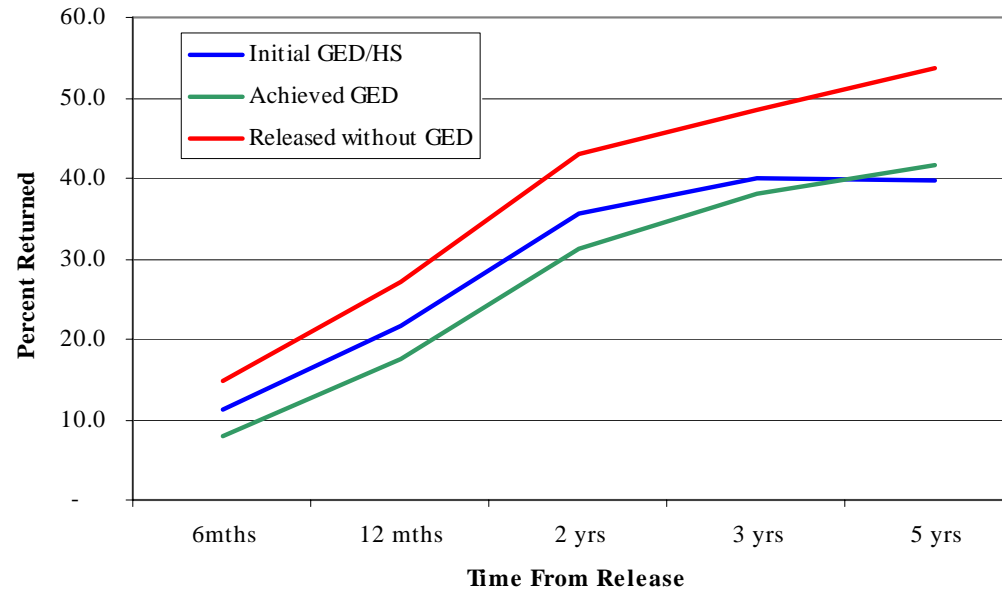
Outcome	First Releases	Percent Returned Within			
		6 mths.	12 mths	24 mths.	36 mths.
Failed	205	12.7%	24.3%	39.8%	54.4%
Successful	727	5.4%	19.0%	40.2%	47.5%

Description of Measures 1 & 2

The graphs for measures 1 & 2 show the percentage of offenders who were re-incarcerated following treatment compared with those who failed treatment.

Measure 3

Recidivism and Education (First Released FY98-FY03) First Return to Prison



Data Table for Measure 3

Recidivism and Education (First releases FY98-FY03)
First return to prison for violation of supervision or new sentence

Education Attainment	First Releases	Return to prison within				
		6mths	12 mths	2 yrs	3 yrs	5 yrs
Initial GED/HS	6,483	11.2	21.7	35.5	40.1	39.7
Achieved GED	6,241	7.9	17.5	31.2	38.0	41.8
Released without GED	9,144	14.9	27.2	43.1	48.6	53.6
Incomplete Early Records	823	13.3	25.5	40.2	48.1	54.7
Total	22,691	11.82	22.9	37.5	43.5	48.1

Description of Measure 3

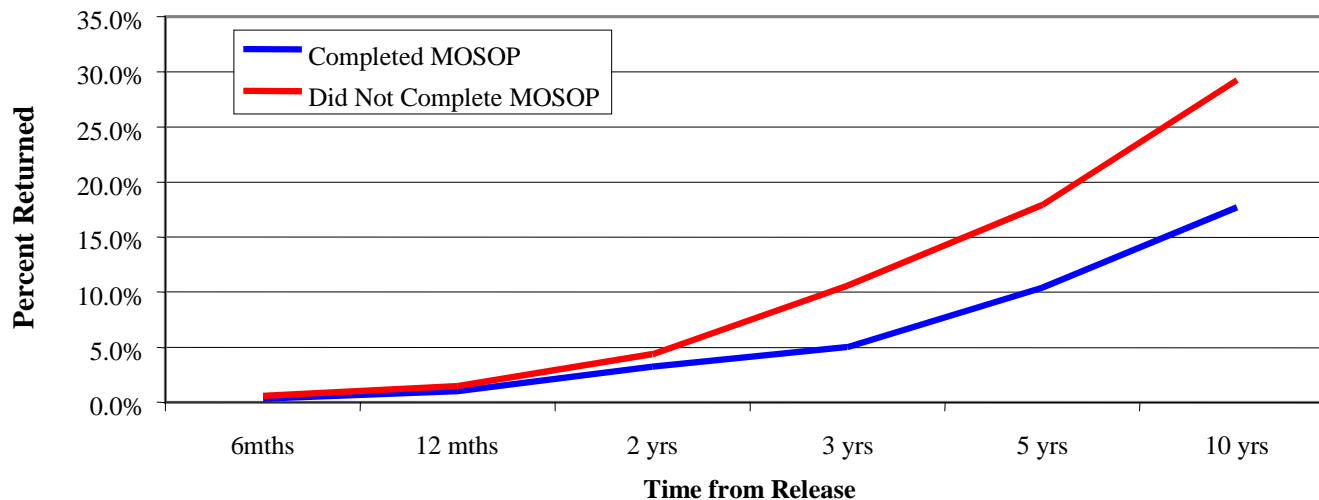
The population used for measure 3 was offenders released from prison for the first time between FY98 to FY03. This measure shows recidivism rates for education programs in prison which are measured in three ways:

1. Initial GED/HS: This measures the number of offenders who return to prison after their first release within 6 months, 12 months, 2 years, 3 years or 5 years who had a GED or HS diploma when they first entered prison.
2. Achieved GED: This measures the number of offenders who return to prison after their first release within 6 months, 12 months, 2 years, 3 years or 5 years who attained a GED while in prison.
3. Released without GED: This measures the number of offenders who return to prison after their first release within 6 months, 12 months, 2 years, 3 years or 5 years who were released from prison without attaining a GED.

Some offenders have incomplete records where the education level at the time the offender enter prison and at the time they leave is not known. These offenders are places in a separate category called “Incomplete Early Records,” so a more accurate calculation of offenders falling into the three categories listed above can be made.

Measure 4

Missouri Sex Offender Program (MOSOP) Success Rates



Data Table for Measure 4

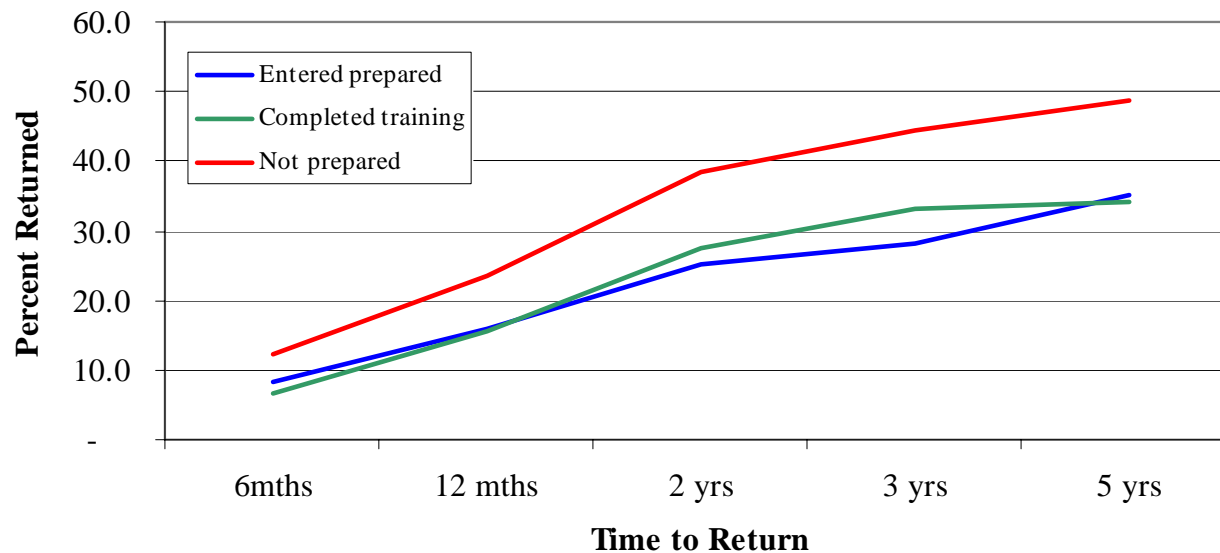
	Percent Returned to Prison					
	6 mos.	12 mos.	2 yrs.	3 yrs.	5 yrs.	10 yrs.
Completed	0.3%	1.0%	3.2%	5.0%	10.4%	17.7%
Did Not Complete	0.6%	1.5%	4.4%	10.6%	17.9%	29.3%

Description of Measure 4

The rate of those within the Missouri Sex Offender Program (MOSOP) that were unsuccessful is the number of offenders who received new convictions after their first release from prison. If they were released after completing the program and did not receive a new conviction after their release, they would be counted towards the success rate for MOSOP.

Measure 5

Recidivism and Vocational Readiness on Release FY98-FY03



Data Table for Measure 5

Recidivism and Education (First releases FY98-FY03)

First return to prison for violation of supervision or new sentence

Vocational Status on Release	First Releases	Percent Returned to prison within				
		6mths	12 mths	2 yrs	3 yrs	5 yrs
Entered prepared	843	8.4	15.8	25.1	28.0	35.1
Completed training	1,301	6.6	15.5	27.5	33.1	34.0
Not prepared	19,723	12.2	23.5	38.5	44.3	48.9
Incomplete Early Records	824	13.3	25.4	40.2	48.1	54.7
Total	22,691	11.8	22.9	37.5	43.5	48.1

Description of Measure 5

The population used for measure 5 was offenders released from prison for the first time between FY98 to FY03. This measure shows recidivism rates for vocational programs in prison which are measured in three ways:

1. Entered prepared: This measures the number of offenders who return to prison after their first release within 6 months, 12 months, 2 years, 3 years or 5 years who were already vocationally prepared when they first entered prison.
2. Completed training: This measures the number of offenders who return to prison after their first release within 6 months, 12 months, 2 years, 3 years or 5 years who completed vocational training while in prison.
3. Not prepared: This measures the number of offenders who return to prison after their first release within 6 months, 12 months, 2 years, 3 years or 5 years who were released from prison without being prepared vocationally.

Some offenders have incomplete records where the education level at the time the offender enter prison and at the time they leave is not known. These offenders are placed in a separate category called "Incomplete Early Records," so a more accurate calculation of offenders falling into the three categories listed above can be made.

Data Source (for all 5 charts and data tables)

Department of Corrections (DOC) Research Evaluation (RE) Unit using OPII data [NOTE: OPII is the department's primary offender management database storing information that can be used for statistical purposes.]

Why These Measures are Important

1. Successful Completion Rates of Offenders in 120-Day Treatment:

- a. Successful completion of substance abuse treatment leads to reduced recidivism and increased success after incarceration. Successful completers of the Department of Correction's (DOC) 120-day substance abuse treatment program have a better probability of success under supervision than those who do not complete substance abuse treatment.

- b. Successful completion of 120-day treatment leads to release after 120 days or less of prison time. This is an important population control tool, and avoids cost to the Missouri taxpayer for keeping offenders incarcerated.
- 2. Successful Completion Rates of Offenders in Long-Term Treatment:
 - a. Successful completion of substance abuse treatment leads to reduced recidivism and increased success rates after incarceration. Successful completers of the Department of Correction's long-term treatment program have a better probability of success under supervision with community treatment or aftercare than those who do not complete substance abuse treatment.
 - b. Successful completion of the long-term treatment program leads to release after 1 year of prison time. This is an important population control tool, and avoids cost to the Missouri taxpayer for keeping offenders incarcerated.
- 3. GED Pass Rate:
 - a. Offenders with a GED have a decreased likelihood of recidivating and an increased likelihood of attaining employment and successfully completing supervision.
 - b. Attaining a GED is an important stepping stool to other opportunities including vocational education and MVE employment.
 - c. GED is required for parole, so failure to attain a GED can result in a longer portion of the sentence being spent in prison and making the period of supervision more costly for the Missouri taxpayer.
- 4. MOSOP and Recidivism:
 - a. Successful completion of the Missouri Sex Offender Program (MOSOP) results in a decreased likelihood of re-offense. This also reduces the dangerousness of offenders who are released. This increases the success rate of offenders under parole supervision.
 - b. Successful completion of MOSOP is a requirement for release. Completing MOSOP reduces the portion of a person's sentence that must be spent in prison, reducing the cost of keeping the offender incarcerated that the Missouri taxpayer pays.
- 5. Vocational Education and Recidivism:
 - a. Successful completion of vocational education programs leads to a decreased likelihood of recidivism.
 - b. Successful completion of vocational education programs leads to an increased likelihood of employment upon release.

Trend Analysis

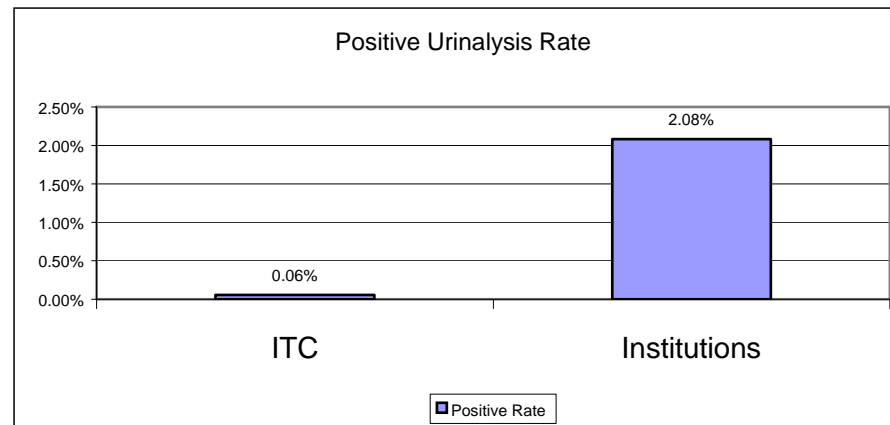
- 1. Successful Completion Rates of Offenders in 120-Day Treatment: Twelve months after release, the difference between program completers and failures reduces. This could be related to aftercare and supervision options available in the community.
- 2. Successful Completion Rates of Offenders in Long-Term Treatment: Twelve months after release, the difference between program completers and failures reduces. This could be related to aftercare and supervision options available in the community.

3. **GED Pass Rate:** The basic academic education program is positively related to lowering recidivism. The offenders who achieved a GED while incarcerated and released during FY98 to FY03 have lower recidivism rates than offenders who were released without a GED or high school diploma. Indeed, the recidivism rate of the offenders who achieve a GED is slightly higher than the recidivism of offenders who entered prison with a high school diploma or GED.
4. **MOSOP and Recidivism:** The rate of revocation for technical violations has shown an increase since 1997, but the rate at which sex offenders are convicted of either sex or other crimes has fallen since the early 1990s.
5. **Vocational Education and Recidivism:** The percentage of offenders released to supervision who are classified as vocationally ready in FY03 (10.6%) was similar to the percentage in FY92 (11.7%). The percentage declined from FY92 through to FY98 but since FY98 there has been an increase in the releases of vocationally prepared offenders. Although the numbers of vocationally prepared releases increased in FY03, the percentage of all releases that were vocationally prepared decreased by 1.1% from FY02.

How Missouri Compares to Others

National statistics are lacking that compare Missouri to other states in regards to substance abuse treatment, sex offender treatment and education in prison. However, the Department of Corrections is able to make the following comparisons:

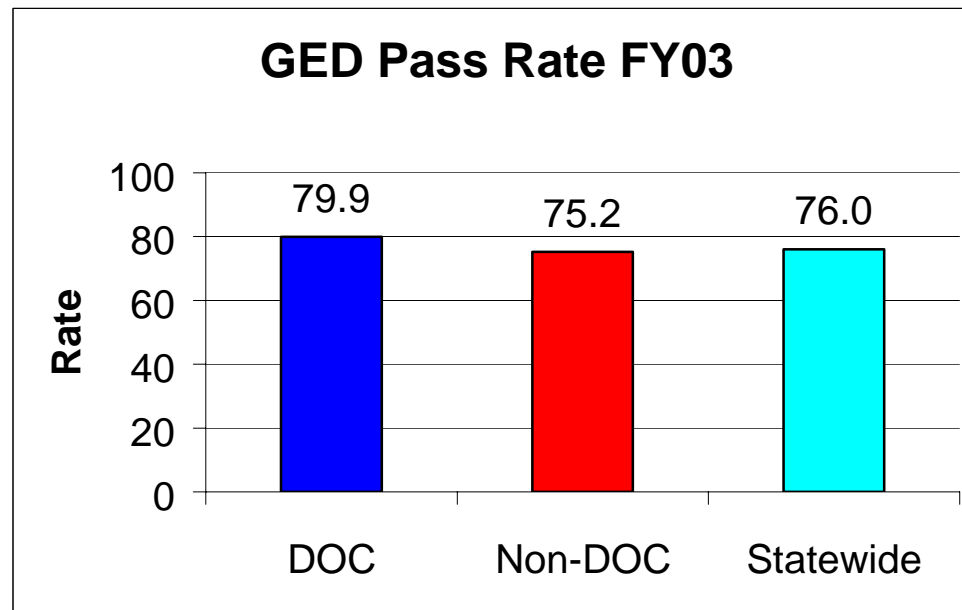
Institutional Treatment Center (ITC) Urinalysis Rates: Offenders in substance abuse treatment at an ITC have a significantly lower positive urinalysis rate than offenders in prison that are not in the ITC program (referred to as the institutional population), illustrated by the chart that follows. Missouri has 12.7% of the institutional population active in substance abuse programs compared to an average of 12.9% for all States. (Corrections Yearbook 2001) The treatment center population has a proven history of substance abuse, yet they have a lower documented usage rate than the institutional population. The positive urinalysis rate of treatment center offenders is testimony to the effectiveness of substance abuse treatment in the institutional setting.



Data Source for Positive Urinalysis Chart: DOC's Toxicology Laboratory, FY03 Annual Drug Testing Report

Description of the Measure: The 0.06% positive urinalysis rate for ITC is calculated by dividing the number of offenders within the ITC program that tested positive for drug use while in the ITC program during FY03 by the total number of offenders drug tested within the ITC program throughout FY03. The percentage for offenders in the institution, or prison, is calculated by taking the number of offenders in the prisons during FY03 (that are not housed in the ITC programs) who tested positive for drug use by the total number of offenders tested for drug use within the institution. These offenders may be receiving treatment but not as intensive as an ITC would provide.

GED Pass Rates: According to information from the Department of Elementary and Secondary Education (DESE), Missouri Department of Corrections administered 1,613 GED tests in FY03. A total of 1,289 offenders passed which yields a pass rate of 79.9% (shown in the next chart). This figure exceeds the Department of Elementary and Secondary Education's expectation of a 70% pass rate and the statewide rate (illustrated by the chart that follows).



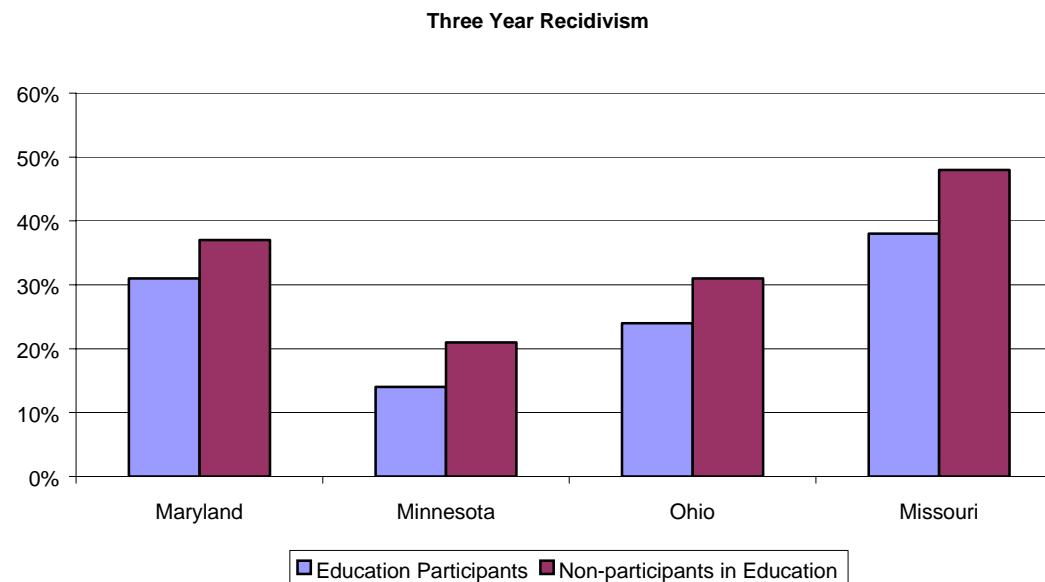
Data Source: DESE, P.O. Box 480, Jefferson City, MO 65102, (573) 751-4212, Vocational and Adult Education Division, Vocation Education Statistics for FY03

Description of the Measure: This chart measures GED pass rates for FY03 in three ways:

- DOC: The number of offenders within DOC prisons that passed their GED test divided by the total number of GED tests administered within DOC.
- Non-DOC: The total number of individuals who passed GED tests divided by the total number of individuals taking GED tests, reported by non-DOC agencies.
- Statewide: The total number of individuals who have taken and passed their GED tests statewide (this includes DOC offenders taking tests in prisons) divided by the total number of individuals who took GED tests statewide.

It should be noted that the DOC formula for figuring pass rate is more stringent than the formula used by DESE. DOC tracks and counts every test administered and reports each test result separately, even if the same offender takes the test multiple times. Per DESE, a student failure is counted only once. An individual's name is entered into the DESE computer when the GED application is received. The computer notes when the individual takes the GED and the scores. If the individual does not pass, the computer notes what sub-tests must be taken again. DESE does not use the second test in their percentage formula - an individual is charged with only one possible failure.

A three-state study by the Correctional Education Association shows that recidivism is decreased when offenders participate in correctional education programs (see chart that follows). Like the three-state study, Missouri's prison education participants return to prison at a significantly lower rate than non-participants.

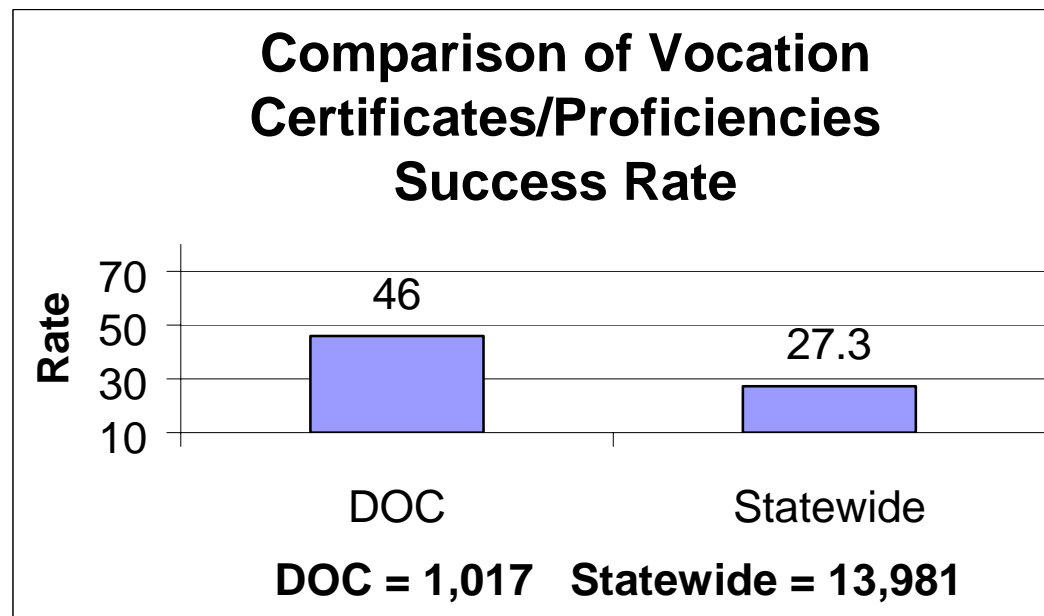


Data Source: Report “Education Reduces Crime, Three-State Recidivism Study – Executive Summary” by the Correctional Education Association (February, 2003, available at [www.ceanational.org/documents/3State Final.pdf](http://www.ceanational.org/documents/3State%20Final.pdf)),

Description of the Measure: This chart measures the number of offenders who returned to prison three years after their release shown in two categories for each of the three states included in this study:

- Those offenders who participated in an education program while incarcerated.
- Those offenders who did not participate in an educational program while in prison.

According to DESE statistics, the FY03 success rate of offenders obtaining a Vocational Education certificate while in the Department of Corrections compares quite favorably with the statewide rates for CY02. (DESE maintains records in the calendar year format.)



Data Source: DESE, P.O. Box 480, Jefferson City, MO 65102, (573) 751-4212, Vocational and Adult Education Division, Vocation Education Statistics for FY03

Description of the Measure: The success rates reflect the percentage of the number of offenders who enroll in a program who ultimately graduate from the program. DESE uses the term Proficiencies where as DOC uses the term Certificates.

Sex Offenders: Arizona Department of Corrections reported the results of a ten-year follow up study of sex offenders released from 1988 to 1998. The average period of release was 5 years. Arizona had a lower rate of technical revocations than Missouri but had higher rates of new convictions for sex and other offenses.

Sex Offender Five Year Recidivism Comparison

	Arizona	Missouri
All Returns	20.8%	35.5%
New conviction	14.2%	12.4%
New sex conviction	3.3%	2.6%

Data Source: www.adc.state.az.us

Factors Influencing the Measure

1. Successful Completion Rates of Offenders in 120-Day Treatment:

- a. The number of 120-day beds available in the Department of Corrections caps the number of offenders who participate in 120-day programs. The minimum number of offenders who will participate in the programs is limited by the number of offenders who the courts will send to the Department of Corrections for 120-day treatment.
- b. As the Department of Mental Health has had fewer treatment beds available in the community, the need for Department of Corrections treatment beds has risen.

2. Successful Completion Rates of Offenders in Long-Term Treatment:

- a. The number of long-term substance abuse treatment beds available in the Department of Corrections caps the number of offenders who participate in long-term programs. Both the Board of Probation and Parole who orders offenders to treatment prior to release and the courts who orders offenders to treatment as their term of incarceration impact the minimum number of offenders who participate in these programs.
- b. As The Department of Mental health has stopped funding residential substance abuse treatment in the community, the need for long-term substance abuse treatment has risen in the Department of Corrections. Options for addicted substance abusers have reduced.

3. GED Pass Rate:

- a. The number of offenders eligible for academic education is impacted by the number of times they have already been in the Department of Corrections. If they were previously incarcerated and released, they should have either received their GED or made significant progress toward the goal of receiving their GED.
- b. The availability of jobs for offenders post incarceration is impacted by their possession of a GED. Offenders without a GED will have a much more difficult time finding a job and being productive. They will have a difficult time succeeding in the world without a GED.
- c. The passage of law RSMO 217.690 makes it a requirement for parole to have attained a GED.

4. MOSOP and Recidivism:

- a. The number of treatment beds in the Department of Corrections caps the number of sex offenders who can receive treatment in a year.
- b. The availability of appropriate treatment in the community impacts the number of offenders in prison needing MOSOP treatment

5. Vocational Education and Recidivism:

- a. The number of vocational education teachers and classrooms available caps the number of offenders who can receive vocational education.
- b. The relevance of the class to employment impacts whether or not an offender can find outside employment in the field of their vocational education.

What Works

- Programs working hand-in-hand with statute are effective. Statute mandates 120-day substance abuse treatment programs, long-term substance abuse treatment programs, academic education for prisoners, the Missouri Sex Offender Program and vocational education for prisoners.
- Intensive therapeutic communities work for long-term substance abuse treatment and sex offender treatment. This model of treatment holds offenders accountable for their own behavior and progress through the program. This model is also extremely cost-effective.
- The progression from academic education to vocational education to employment works. Graduates of the programs are prepared for the requirements of employment and are more employable.
- Intensive treatment for specific problems immediately prior to release works. In substance abuse treatment and in sex offender treatment, programs focus intensely on the problem the offender presents, and after successful program completion, the offender is released. The offender is released, and placed directly into community treatment in order to embellish his newly acquired skills, learn to apply them at home and have the needed assistance in reuniting with family, employer and community. This limits the cost to Missouri taxpayers.

Concerns

- Limited funding (number of staff to assign to programs)
- Cuts in the FY04 Department of Mental Health budget have made it impossible for the Division of Alcohol & Drug Abuse to meet the Maintenance of Effort (MOE) general revenue spending requirement for its federal Substance Abuse Prevention and treatment Block Grant. This means that unless the federal government waives the MOE requirement, federal block grant dollars will be lost in future years. Consequently, the availability of community-based substance abuse treatment services will be significantly reduced.
- The implementation of Senate Bill 5 and the impact on substance abuse treatment in the Department of Corrections

Other Sources of Information

- DESE, P.O. Box 480, Jefferson City, MO 65102, 573-751-4212
- National Institute for Correctional Education, Indiana University of Pennsylvania, Gordon Hall Room 228, 301 East Walk, Indiana, PA 15701, (724) 357-3159.

Key Strategies

1. The establishment of a personalized Transition Accountability Plan (TAP) for all offenders. On all applicable cases (at least C&D non-controversial offenses) the plan would connect to the establishment and support for a guideline release date.
2. The establishment of a standardized criteria for termination from Institutional Treatment Centers (ITC) and modify program-tracking field to include entry of different reasons for termination.
3. Improve the efficiency and effectiveness of the violation process to improve offenders' success rates.
4. Implementation of Senate Bill #5 from the 2003 Legislative Session.
5. House previously incarcerated offenders referred for treatment in a 120- day treatment program separately from court ordered offenders sentenced to their first incarceration.
6. Maximize use of federal funds in 6 and 12-month treatment programs.
7. Continue to monitor the GED pass rate of all schools and evaluate schools with exceptionally high and exceptionally low pass rates.
8. Utilize the powerpath tool for test taking to improve test-taking abilities and increase the pass rate.
9. Continue to study the efficacy of a therapeutic community for sex offenders, applying rigorous standards to ensure the safety of Missouri's citizens.
10. Offer vocational education classes that are pertinent to the job market and employment opportunities.
11. Offer vocational education in a continuum of academic education, vocational education and Missouri Vocational Enterprises employment.
12. Offer employability skills/ life skills classes that focus on interviewing skills, resume writing, parenting skills, money management, personal hygiene and other skills to assist offenders with the transition to the community.

Objective 2B: Increase the success rate of parolees completing community-based rehabilitation programs as follows:

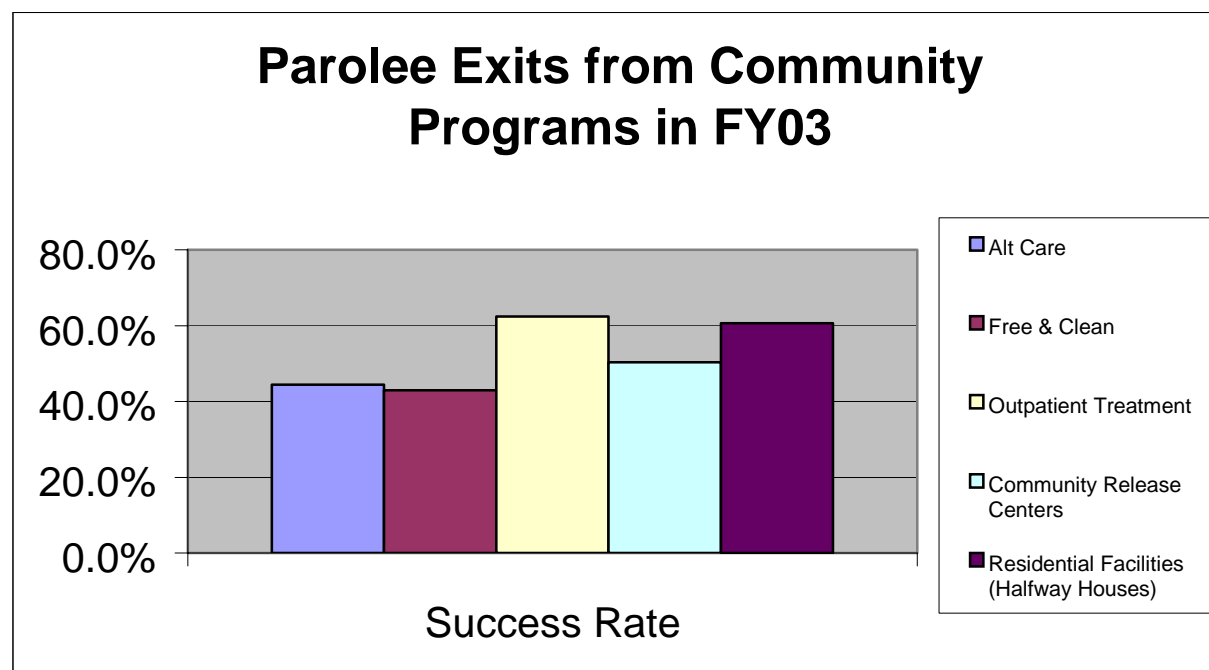
ALT Care: From 44.4% to 50% by FY05

Free & Clean: From 43.0% to 50% by FY05

Outpatient Treatment: From 62.4% to 65% by FY05

Community Release Centers: From 50.3% to 58% by FY05

Residential Facilities (Halfway Houses): From 60.6% to 65% by FY05



Data Table**Parolee Exits from Community Programs in FY03**

Community Programs	Success	Fail	Total	Success Rate
Alt Care	83	104	187	44.4%
Free and Clean	58	77	135	43.0%
Outpatient Treatment	169	102	271	62.4%
Community Release Centers	733	724	1,457	50.3%
Residential Facilities (Half way Houses)	774	503	1,277	60.6%
Total	1,734	1,406	3,140	55.2%

Data Source

Department of Corrections (DOC) Research Evaluation (RE) Unit using OPII data [NOTE: OPII is the department's primary offender management database storing information that can be used for statistical purposes.]

Description of Measure

The success rate for each program is the percentage of offenders who successfully completed a program. The calculations for each program excluded those offenders that were transferred to other programs.

Why This Measure is Important

When a parolee successfully completes community-based treatment:

- Offenders are continued under field supervision rather than sent back to prison.
- Fewer new crimes are committed.
- Less cost is incurred than with incarceration.
- Less health care costs are incurred.
- Offender productivity is increased.
- Offenders' well being improves.

Trend Analysis

Alt Care, Free and Clean, and Outpatient Treatment are substance abuse programs. The success rates of these programs have fluctuated from year to year, while the success rate of all of the programs has averaged 53% since FY00 and then averaged 55% in FY03.

The community release centers and residential facilities provide rehabilitation for offenders being released from prison and who are either considered to be at risk or to have unsatisfactory home plans. Because of budget constraints the numbers of offenders being placed in residential facilities has declined by 25% in the last two fiscal years but the success rate has improved from 52% in FY00 to 61% in FY03. The success rate of the community release center has averaged 55% since FY00, but with the large increase in parole releases to the release centers in FY03 there has been an increase in absconding and the success rate has fallen to 50.2%.

How Missouri Compares with Others

There are no national statistics comparing success rates of community-based treatment programs from state to state.

Factors Influencing the Measure

Transitioning issues from the prison to the community effect parolees ability to complete community-based rehabilitation programs. The issues can range from the parolees ability to abstain from the use of illegal substances to securing transportation and money for programs.

What Works

- Community-based treatment addressing criminogenic factors offered at the point when the offender is receptive to this type of intervention.
- Accurate and timely assessments are the most important factors influencing success in substance abuse treatment programs, resulting in offenders being offered a program of treatment that is matched to their level of need.
- Programs that assist with the reintegration of offenders' released to the community and provide additional treatment, intervention, sanctions and control of the offenders.
- Timely access to long-term aftercare and support groups, i.e. Alcoholics Anonymous/Narcotics Anonymous.

Concerns

- With three agencies (Courts, Mental Health, Corrections) assigning offenders to treatment, appropriate placement becomes problematic. Each agency uses different criteria for placement and reporting.
- Accurately reporting the number of offenders receiving treatment in the field is a challenge. The Department of Corrections only tracks treatment provided by the Department.
- Although increasing the rate of program completions is important, tracking the success under supervision is critical.

Other Sources of Information

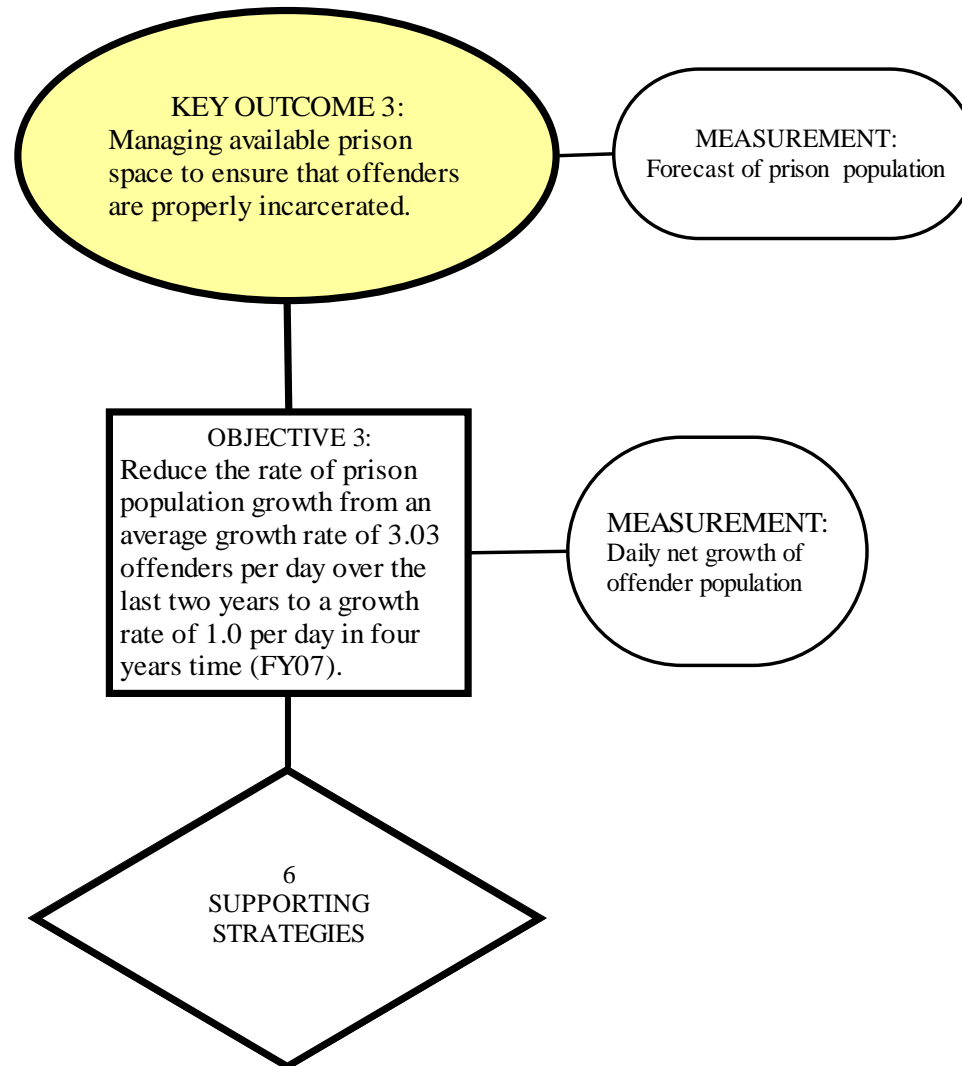
The 2001 Corrections Yearbook – Adult Corrections published by Criminal Justice Institute, Inc.

Bureau of Justice Statistics: Criminal Justice Institute, Inc. 213 Court Street, Suite 606, Middletown, CT 06457, www.cji-inc.com

Key Strategies

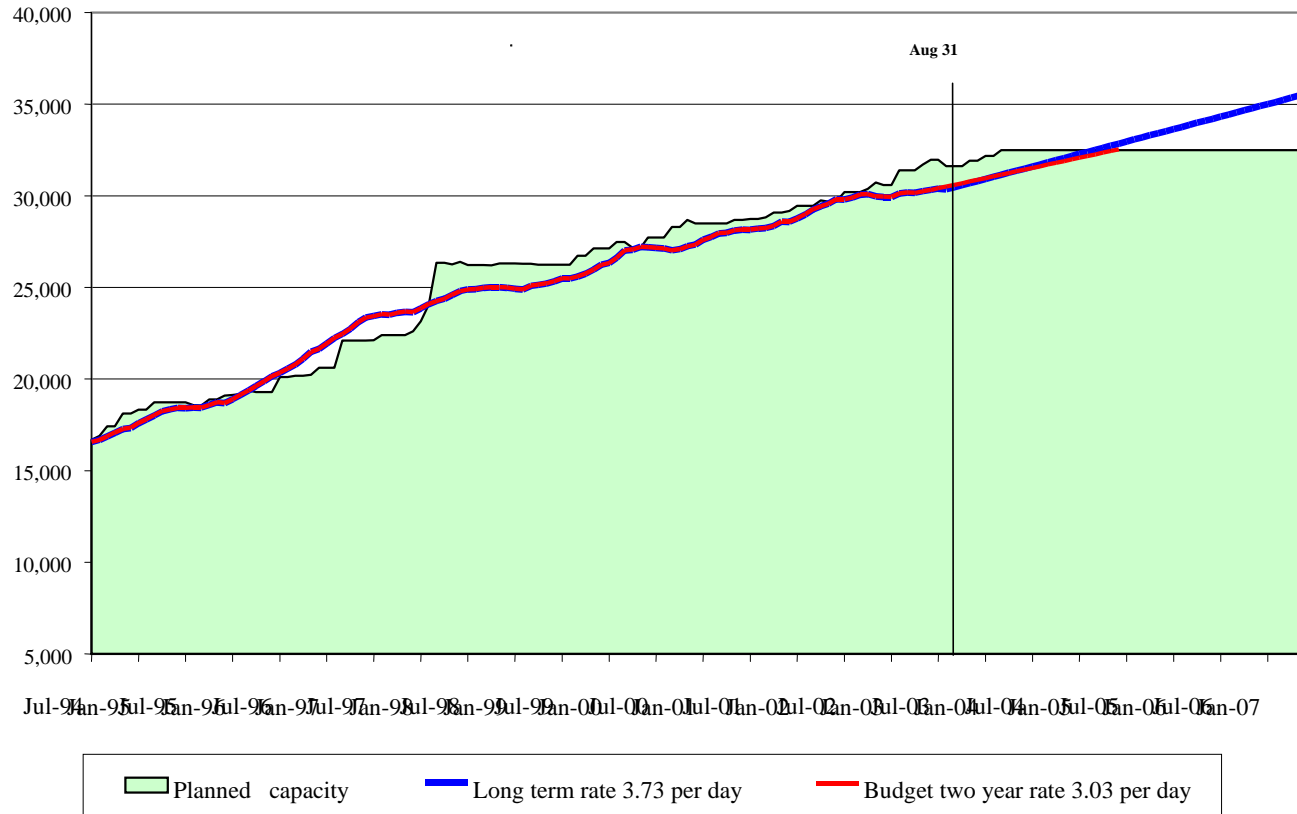
1. Match offenders to the most appropriate treatment program. The Department recently secured legislation to provide more flexibility in program assignment under the supervision of RSMo 559.119.
2. The establishment of a personalized Transition Accountability Plan (TAP) for all offenders. On all applicable cases (C&D non-controversial offenses) the plan would connect to the establishment of and support for a guideline release date.
3. The establishment of a standardized criteria for termination from Institutional Treatment Centers (ITC) and modify program-tracking field to include entry of different reasons for termination.
4. Improve efficiency and effectiveness of the violation process to improve offenders' success rates.

KEY OUTCOME 3



Key Outcome 3: Managing available prison space to ensure that offenders are properly incarcerated.

**Institutional Population and Capacity
FY95 to FY07
Two Year Budget and Long Term Population Forecasts
Based on population growth up to August 31, 2003**



Data Table

	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	Forecasts	
										Budget rate FY05	LT rate FY07
Population	18,719	19,296	22,113	26,396	26,224	27,726	28,698	29,690	31,976	32,535	35,566
Capacity	18,434	20,152	23,349	24,795	25,344	27,203	28,147	29,813	30,320	32,480	32,480
Net Capacity	285	-856	-1,236	1,601	880	523	551	-123	1,656	-55	-3,086
Growth per day	5.69	4.70	8.78	3.93	1.50	5.09	2.58	4.56	1.39	3.03	3.73

Data Source

Department of Corrections (DOC) Research Evaluation (RE) Unit using OPII data [NOTE: OPII is the department's primary offender management database storing information that can be used for statistical purposes.]

Description of the Measure

The prison population projections on the previous page reflect two different projection methods, the 4-year regression rate and the 2-year average daily population rate. The 4-year regression rate is a linear regression analysis based on the end of the month population for each month for the last 4 years. The 2-year average daily population rate is the difference between the average daily population for the previous 2 years minus the department's projected impact of Senate Bill 5. The department's FY05 budget request is based on the 2-year average daily population rate. The operational capacity is based on the total number of available beds for the prison population statewide.

Why This Measure is Important

This graph shows the projected rate of inmate growth anticipated by the Department compared to existing and anticipated offender beds. This information guides the department in making decisions regarding new construction, use of interim housing, population management strategies, and alternatives to incarceration. Effective correctional management ensures that sufficient secure bed and program space is available and that the space is managed to provide for the needs of the public, staff and offenders.

Trend Analysis

The incarcerated offender population of the Missouri Department of Corrections continues to grow. Over the last 10 years, the population has increased at a daily rate of 3.94 per day and the population has nearly doubled since June 1993. The latest long term forecast that is based on a regression of the growth over the last four years indicates a growth rate of 3.73 per day. The two year budget forecast that is based on the growth over the last two years indicates a growth rate of 3.03 per day. Since FY99, the annual growth rate has fluctuated widely from a low of 1.39 per day in FY03 to a high of 5.09 per day in FY00 but the growth rate has averaged at least 3 offenders per day when averaged over any two year period.

Although institutional releases increased significantly in FY03 and was the reason why the population growth in FY03 was low, the long term prediction of population growth also has to take into account the large increase in new prison admissions that has occurred over the last two years. In FY03 and FY02, new prison term admissions have increased at an annual rate of 14.6% compared to an increase of less than 4% per year over the last ten years.

How Missouri Compares with Others

The inmate population nationally, according to Bureau of Justice Statistics Bulletin titled “Prisoners in 2002,” grew at a rate of 2.6% in calendar year 2002 as compared with the growth rate of Missouri prisons of 4.7% for calendar year 2002. Over the last eight years the state and federal prison population has grown at an annual rate of 3.6 per year compared to a growth rate of 6.7% per year in Missouri.

Factors Influencing the Measure

- Changes in legislation have increased the number of offenders serving sentences where there is a mandatory minimum period of incarceration prior to release.
- Changes in criminal code, criminal practices, Court sentencing practices and Parole Board release policies have all directly impacted the prison population.
- The availability of institutional programming resources necessary to effect positive and long lasting change in offender behavior.
- Implementation of additional/alternative supervision strategies to effectively intervene with offenders under community supervision, such as:
 - Community Supervision Centers
 - Technical Violator Diversion Programs
 - Short-term Relapse/Recovery Programs

What Works

A major part of the Department’s population management strategies involve better transitioning of the offender from prison to parole as soon as public risk and offender need permit.

Effective management and responsive supervision of the population includes:

- Providing capacity for secure confinement, support services and programming commensurate with offender needs.
- Providing pre-release programs and planning that identifies offender needs and targets the application of institutional and community resources to mitigate the need.
- Managing existing facility capacity efficiently and effectively.
- Ensuring the confinement of inmates is constitutional.

Concerns

- If population growth continues at the forecast growth rates, the department will exceed the capacity for female prison beds in May 2004 and male beds in April 2005.
- If new prisons opened or were needed, in order to bring on a new prison by FY06, the funding and construction timeline of a new secure facility should have already begun in FY02.
- Unless the population growth rate decreases significantly, the Department will need to continue the use of saturation housing.

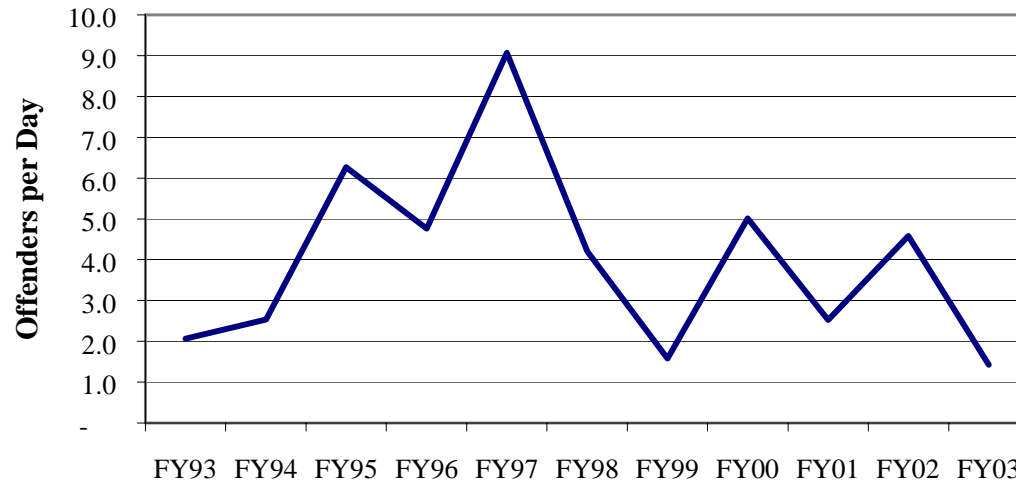
Other Sources of Information:

The 2001 Corrections Yearbook – Adult Corrections published by Criminal Justice Institute, Inc.

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KEY OBJECTIVE 3: Reduce the rate of prison population growth from an average growth rate of 3.03 offenders per day over the last two years to a growth rate of 1.0 per day in four years time (FY07).

Daily Growth Rate in the Prison Population, FY93-FY03



Data Table

Admissions & Releases Per Day			
	Admissions	Releases	Net Change
FY93	27.5	25.4	2.07
FY94	30.1	27.5	2.53
FY95	34.2	27.9	6.27
FY96	34.5	29.7	4.76
FY97	37.8	28.8	9.07
FY98	37.8	33.6	4.2
FY99	38.9	37.4	1.58
FY00	44.3	39.3	5.01
FY01	45.9	43.3	2.53
FY02	48.1	43.6	4.58
FY03	52.7	51.3	1.39

Data Source

Department of Corrections (DOC) Research Evaluation (RE) Unit using OPII data [NOTE: OPII is the department's primary offender management database storing information that can be used for statistical purposes.]

Description of the Measure

The Department measures growth in the institutional population by measuring the daily net growth in the offender population confined in the Division of Adult Institutions. This is calculated by subtracting the total number of releases from the total number of admissions. If the net change is zero or negative, it can be concluded the department can manage the current prison population properly. When the net change is above zero, the certainty that the department can continue to manage the prison population properly comes into question due to the potential of a lower capacity of bed spaces than there are offenders.

Why This Measure is Important

Institutional resources are limited with no new prisons currently under planning or construction. Based on the current growth rate, the Department will fill all its existing beds in May 2004 for females and July 2005 for males.

Trend Analysis

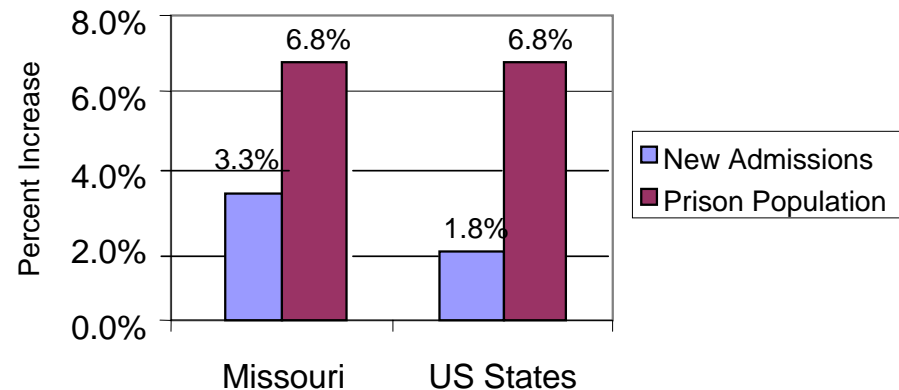
During the past year, the growth in the prison population has been reduced from 4.58 per day to 1.39 per day in FY03. The reduction in the growth rate has been achieved through a 22% increase in parole releases which partially offsets a 10% increase in all admissions.

The department forecasts that the prison growth rate over the next two years will be at 3.03 offenders per day and the regression- based forecast indicates a continued growth rate of 3.73 offenders per day. During FY03, the department undertook an assessment of offender management to identify the potential for reducing the offender population with the most minimum risk to public safety as possible. Implementation of the recommendations from this study together with the impact of Senate Bill 5 (SB5) are estimated to have the potential to reduce the population by 2,500 in four years time. This time period allows for new practices to be fully worked through the cycle of admission of an offender to an offenders release from prison onto parole. In FY06, the expected growth rate will be 1.8 offenders per day and in FY07 the growth rate will be 1.00 per day. The department estimates that the growth rates in FY07 will be reduced by 2,400 from the long term trend projection of 3.73 offenders per day.

How Missouri Compares with Others

The US Bureau of Justice Statistics publishes comparable statistics. For the latest available ten-year period, the new prison admissions for all US States have also lagged well behind the growth in the state prison population. Missouri's prison growth was comparable to the US, but new admissions in Missouri have grown at a faster rate.

**Annual Growth Rates in New Admissions and Prison Population
(1989-1998)**



Data Source: 1. Department of Corrections (DOC) Research Evaluation (RE) Unit using OPII data [NOTE: OPII is the department's primary offender management database storing information that can be used for statistical purposes.] 2. Bureau of Justice webpage's spreadsheet data: <http://www.ojp.usdoj.gov/bjs/dtdata.htm>; National Corrections Reporting Program (NCRP) collects data annually on prison admissions and releases and on parole entries and discharges in participating jurisdictions. Demographic information, conviction offenses, sentence length, minimum time to be served, credited jail time, type of admission, type of release, and time served are collected from individual prisoner records annually starting from 1983. This data can be obtained by contacting the Bureau of Justice Statistics (within the U.S. Department of Justice) at 810 Seventh Street, NW, Washington, DC 20531, (202) 307-0765 or email askbjs@ojp.usdoj.gov.

Description of the Measure: New admissions represents the number of offenders entering the prison system from the community. The number of new admissions to prisons is recorded daily. Prison population is the number of offenders at prisons, which is also recorded daily.

Factors Influencing the Measure

The daily growth rate is impacted by:

- Term sentences & 120-day commitments to the Division of Adult Institutions by the courts
- Probation revocations
- Parole releases
- Parole revocations
- Treatment commitments to the Division of Adult Institutions due to a lack of long term residential treatment resources in the community

What Works

- Offenders released on parole supervision: Since FY01 the Parole Board has taken a number of initiatives that have resulted in a 22% increase in the number of offenders released.
- Alternatives to incarceration that provide treatment and controls for offenders that have been assessed as not being a significant threat to the community provide an option to long term incarceration.
- Development of Community Supervision Centers in those counties providing a disproportionate share of commitments to the prison system. This provides another alternative to the courts and the supervising probation and parole officer other than incarceration in prison.
- Releasing offenders on a risk based guideline release date.

Concerns

- The Department has limited influence on the courts and their sentencing practices.
- Current Board practices, while having a significant influence in the per diem growth, is not by itself sufficient to manage the institutional population.
- New prison admissions have increased at 14.6% per year over the last two years making it more difficult to maintain population growth.
- Increasing the number of offenders coming to prison with a minimum mandatory prison term that require longer prison stays before a parole release.

Other Sources of Information

The 2001 Corrections Yearbook – Adult Corrections published by Criminal Justice Institute, Inc.

Bureau of Justice Statistics: Criminal Justice Institute, Inc. 213 Court Street, Suite 606, Middletown, CT 06457, www.cji-inc.com

Key Strategies

1. Identify new or modified approaches in the following areas:
 - a. Parole technical violators
 - b. Parole processing for short-term offenders
 - c. Risk assessment process
2. Integrate best practices learned from the Department's Re-entry Initiative, Project Connect and the Transition from Prison to Community Initiative into appropriate standard operating procedures to strengthen the offender assessment and transitional case management.
3. Conduct an internal audit to measure compliance with and effectiveness of applicable policy and procedures to absconder declaration and related supervision practices.
4. Determine a method to accurately identify and rank those counties with the highest numbers of unauthorized returns. In those identified counties with the highest unauthorized return rates, local probation and parole administrators will attempt to develop inter-agency operational agreements with the sheriff and jail administrators related to the processing of parole violators.
5. Improve efficiency and effectiveness of the violation process to improve offenders' success rates.
6. Implementation of Senate Bill #5 from the 2003 Legislative Session

Glossary

Absconder = An absconder is an offender who deliberately avoids the supervision process and who makes themselves unavailable for active supervision. Absconders are classified as High Profile Absconders if they are a dangerous felon, sex offender or Conditional Release Center (CRC) escapee, have pending felonies, or present a high risk to staff or the community through past identifiable behavior.

Alt-care = An intensive outpatient program designed for women who have demonstrated a need for substance abuse treatment and related supportive services. Female offenders who have completed the Institutional Treatment Center Program or Long Term Substance Abuse Program are a target population for this program as well as female offenders on community supervision who are in need of treatment.

DOC = Missouri Department of Corrections

Free and Clean = An extensive aftercare program designed to serve as a follow-up for offenders who have successfully completed a 120-day Institutional Treatment Center or Long Term Substance Abuse Program. Free and Clean provides the immediate access the offender needs to community-based aftercare program. Offenders under community supervision are also eligible for this program.

GED = General Equivalency Diploma

Guideline Release Date = A release date indicated by a risk assessment score based on prior criminal history, offense, prior supervision and age on first offense.

ITC = An Institutional Treatment Center (ITC) is located at various Department of Corrections facilities. This program is a highly structured treatment program, which focuses on substance abuse, relapse prevention, criminality and life skills. Release and treatment plans are developed prior to the program completion.

Law Violation = A violation of supervision by the commission of a new felony or misdemeanor. The offender does not have to be charged/or convicted of the new offense to receive a law violation of their supervision.

Long Term Substance Abuse Program = A therapeutic community treatment program, specifically developed for serious substance abusers.

New Law Violations = This has occurred when an offender is charged and convicted of a new offense, while being supervised for another offense.

OPII = OPII is the Department of Corrections' computer information system that was designed by merging OMIS (Offender Management Information System) and PAPIS (Probation & Parole Information System) into one system.

P & P = Department of Probation and Parole

RE = Research & Evaluation Unit

Recidivism = The repeat of criminal behavior. The DOC measures recidivism as the return to prison within two years of release from prison. Other definitions include arrest or conviction.

Revocation = The formal cessation of probation or parole. An offender on probation who is revoked will be re-sentenced and will serve a new prison sentence. An offender on parole who is revoked will be returned to prison. If the offender was on absconder status, the decision to revoke or continue with supervision may be made after the police have returned the offender to a DOC institution. Supervised offenders can be returned to prison to participate in a short term institutional treatment program without having their supervision revoked.

Risk/Needs Assessment = A quantitative assessment by the offender's supervising probation/parole officer. The assessment includes scores for prior criminal history (risk) and behavior (need), which includes substance abuse, employment status, and violation status.

SACA = Substance Abuse Classification Analysis. This analysis is a five point score indicating the severity of a substance abuse problem and the recommended level of treatment. The assessment is based upon an offender completed questionnaire, staff and officer reports, and other offender records.

Salient Factor Score = A risk based assessment of an offender's likelihood to re-offend following release. The assessment is based upon a scale developed by the US Parole Board in the 1970s and early 1980s. The Board of Probation and Parole are implementing a revised and expanded score. The new score adds new variables that measure prison behavior and the educational and vocational abilities of the offender to the prior criminal history variables of the original score.

SB763 = Senate Bill 763, from 1994, also known as "Missouri's truth in sentencing legislation." The bill defined seven dangerous felonies as offenses that required a prison term of 85% and made mandatory three levels of minimum percent terms for repeat offenders. The bill also created the long-term drug program, the offender under treatment program and the post-conviction drug treatment program.

TAP = Transition Accountability Plan (A written plan on each offender helping to ensure the offender's success in transitioning from prison to the community.)

Technical Violations = A violation of supervision other than the commission of a new felony or misdemeanor. These violations can range from failure to report for supervision to a positive drug test.